

**CONTRATTO  
TRA**

Rep *ContV* nr. 37  
del 12/07/2021

Agenzia Italiana per la Cooperazione allo Sviluppo – AICS Sede di Tirana, indirizzo Rruga “Abdi Toptani”, Torre Drin, Kati V, Codice Fiscale 97871890584, rappresentato legalmente dal Titolare della Sede dott. Nino Merola, di seguito denominato “Committente”,

**E**

Università degli Studi di Macerata, con sede legale a Macerata in via Crescimbeni n. 30/32, Codice Fiscale e Partita Iva n. 00177050432, di seguito denominato “Contraente”, rappresentata legalmente dal Rettore prof. Francesco Adornato, di seguito denominato “Contraente”.

**Art. 1 - Oggetto**

1.1 Il Contraente svolgerà le prestazioni indicate nell’Allegato “B3 – Terms of Reference” al dossier di gara, annesso al presente contratto di cui forma parte integrante.

**Art. 2 - Prezzo**

2.1 Il prezzo è 19.500 Euro, al lordo delle imposte indirette, senza pregiudizio delle specifiche condizioni contenute nell’Allegato “B3 – Terms of Reference”.

2.2 Il prezzo indicato nel presente articolo è fisso, non soggetto a revisione ed è il corrispettivo globale dovuto per tutte le attività necessarie alla corretta e regolare esecuzione delle prestazioni.

2.3 Il Contraente non può esigere dal Committente, per le prestazioni oggetto del presente contratto, pagamenti superiori al corrispettivo indicato nel presente articolo. Con il pagamento del suddetto corrispettivo, il Contraente sarà soddisfatto di ogni sua pretesa.

**Art. 3 - Durata**

3.1 Le prestazioni devono essere completate entro il termine previsto nell’Allegato B3 “*Terms of Reference*”.

3.2 L’incarico scade nel termine sopra indicato, senza necessità di disdetta da parte del Committente. Non sono ammessi rinnovi o proroghe impliciti o automatici.

**Art. 4 - Modalità di esecuzione**

4.1 Il contratto non potrà essere ceduto a terzi ed è vietato il subappalto.

4.2 Il Committente si impegna a fornire assistenza al Contraente, attraverso il proprio competente staff tecnico, al fine di agevolare il Contraente nell’espletamento delle attività previste nell’Allegato B3 “*Terms of Reference*”.

al presente contratto;

4.3 Il Committente si impegna a coprire le spese relative a spostamenti locali e pernottamenti, previa autorizzazione delle stesse, e sostenute dal Contraente nell’ambito delle attività previste dal presente contratto, in particolare nell’Allegato “B3 – Terms of Reference”.

4.4 Il Contraente si obbliga ad effettuare direttamente la prestazione contrattuale nel rispetto di tutte le clausole e condizioni, nessuna esclusa od eccettuata, qui contenute, nonché delle indicazioni impartite dal Committente.

4.5 Se in corso di esecuzione si rende necessario un aumento o una diminuzione delle prestazioni fino alla concorrenza del quinto dell’importo contrattuale, il Committente può imporre al Contraente l’esecuzione alle stesse condizioni previste nel presente contratto. In tale caso il Contraente non può far valere l’eventuale diritto alla risoluzione del contratto.

4.6 La violazione delle disposizioni del presente articolo da parte del Contraente è considerata grave inadempimento ed è giusta causa di risoluzione contrattuale.

**Art. 5 - Termini e modalità di pagamento**

5.1 Il Contraente indica un conto corrente bancario su cui il Committente effettuerà i pagamenti. Il Committente non effettuerà pagamenti con modalità diverse dal bonifico sul suddetto conto corrente.

5.2 Nelle fatture dovrà essere indicato il seguente codice: "CIG Z153034B7A".

5.3 Il pagamento avverrà secondo le seguenti modalità:

Descrizione	Pagamento (%)
Trasmissione del Piano di Gestione preliminare	30
Trasmissione del Piano di Gestione approvato	20
Trasmissione Report su attività di assistenza tecnica scientifica alla progettazione definitiva	30
Trasmissione Report su attività di assistenza tecnica scientifica alla Direzione Lavori	20
TOTALE	100

#### **Art. 6 - Punti di contatto**

6.1 Il responsabile unico del procedimento è il Dott. Nino Merola, Titolare della Sede AICS di Tirana

6.2 Il punto di contatto per l'Università di Macerata è il dott. Adriano Morelli, tel. +390733 2584108, email: [adriano.morelli@unime.it](mailto:adriano.morelli@unime.it). Il direttore dei lavori è il prof. Roberto Perna, tel. +390733 2583555, email: [roberto.perna@unime.it](mailto:roberto.perna@unime.it)

#### **Art. 7 – Penali per mancanza o perdita dei requisiti**

7.1 La perdita dei requisiti dichiarati per la selezione mediante avviso di gara o l'accertamento successivo del mancato possesso degli stessi comporta la risoluzione del contratto e l'applicazione di una penale pari al cinque per cento dell'importo contrattuale, fatto salvo il risarcimento del maggior danno.

#### **Art. 8 – Penali per inadempimento**

8.1 Qualsiasi ritardo del Contraente nell'esecuzione della prestazione oltre i tempi stabiliti dalla presente lettera d'incarico comporta, salvo cause di forza maggiore a lui non imputabili, l'applicazione di una penale pari allo 0,5 per mille dell'importo netto contrattuale per ogni giorno di ritardo.

8.2 Se il Contraente non ottempera, nell'espletamento dell'incarico, ai termini e alle prescrizioni contenute nella presente lettera d'incarico, il Committente contesterà per iscritto l'inadempimento, impartendo, se possibile, le indicazioni necessarie per l'osservanza delle disposizioni disattese, assegnando un congruo tempo per presentare eventuali controdeduzioni. In mancanza di spiegazioni idonee, il Contraente dovrà provvedere alle indicazioni impartite e, se non vi ottempererà nei termini indicati, sarà applicata la penale prevista nel paragrafo 8.1.

8.3 La richiesta o il pagamento della penale non esonerano in nessun caso il Contraente dall'adempimento della prestazione contrattualmente prevista.

8.4 Se l'importo delle penali determinato in base al presente articolo raggiunge il dieci per cento dell'importo netto contrattuale o in ogni altro caso in cui, nel corso dell'esecuzione, emergono inadempimenti del Contraente tali da provocare un danno apprezzabile al Committente, il Committente può risolvere il contratto per grave inadempimento del Contraente e si riserva il diritto di agire per il risarcimento del danno. Il Contraente rimborsa inoltre al Committente l'eventuale maggiore spesa sostenuta dal Committente per far eseguire ad altri la prestazione.

#### **Art. 9 – Risoluzione e Recesso**

9.1 Il Committente può risolvere il contratto durante il periodo di validità dello stesso se:

- a) il contratto subisce una modifica sostanziale che avrebbe richiesto una nuova procedura di appalto ai sensi dell'articolo 72 della direttiva 2014/24/UE;
- b) il Contraente si trova in uno dei motivi di esclusione indicati dall'articolo 57 della direttiva 2014/24/UE;
- c) l'appalto non avrebbe dovuto essere aggiudicato al Contraente in considerazione di una grave violazione degli obblighi derivanti dai trattati europei e della direttiva 2014/24/UE;
- d) si verifica uno dei casi di risoluzione per grave inadempimento del Contraente espressamente previsti dalla presente lettera di incarico o altra ipotesi di grave inadempimento del Contraente prevista dalla legge applicabile al presente contratto.

9.2 Il Committente può recedere dal contratto anche se è stata iniziata l'esecuzione della prestazione, dandone comunicazione scritta al Contraente con almeno 15 giorni di anticipo. In tale caso, il Committente rimborsa al Contraente il corrispettivo delle prestazioni correttamente eseguite e acquisite dal Committente, nonché le spese ragionevolmente già sostenute in vista dello svolgimento delle prestazioni non ancora eseguite.

#### Art. 10 - Responsabilità

10.1 Il Contraente assume ogni responsabilità per casi di infortuni e danni arrecati al Committente in dipendenza di manchevolezze o di trascuratezze commesse durante l'esecuzione della prestazione. Il Contraente si impegna a garantire la confidenzialità delle informazioni eventualmente acquisite in dipendenza del presente contratto.

10.2 Il Contraente ed il Committente sono responsabili delle violazioni loro imputabili degli obblighi imposti dalla normativa italiana in materia di protezione delle persone fisiche con riguardo al trattamento dei dati personali.

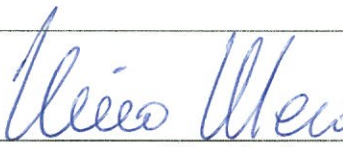

10.3 Le obbligazioni assunte dal Contraente con il presente contratto non configurano in alcun modo un rapporto di lavoro o di impiego a qualsiasi titolo tra il Committente e il personale utilizzato dal Contraente, né danno luogo a qualsiasi pretesa nei confronti del Committente al di fuori di quanto qui espressamente pattuito. Tale personale potrà svolgere esclusivamente le attività previste nel presente contratto, non potendosi in alcun modo ritenere autorizzata alcuna altra attività. Il Contraente si obbliga a rendere edotto della presente clausola il personale a qualsiasi titolo impiegato.

#### Art. 11 – Disposizioni finali

11.1 Nessuna clausola di questo contratto può essere interpretata come una rinuncia esplicita o implicita alle immunità riconosciute al Committente dal diritto internazionale.

11.2 Il presente contratto è regolato dalla normativa locale. Per le controversie è competente il foro Tirana.

11.3 Il presente documento contiene la manifestazione integrale delle obbligazioni del Committente e del Contraente e potrà essere modificato unicamente con un altro contratto avente la medesima forma, restando esclusa qualsiasi altra modalità di modifica contrattuale.

Il Contraente	Il Committente
Firmato digitalmente da <b>FRANCESCO ADORNATO</b> C = IT Data e ora della firma: 08/07/2021 13:27:16	 
Francesco Adornato Rettore dell'Università	Nino Merola Titolare Sede Estera di Tirana

Documento firmato digitalmente ai sensi del Codice dell'Amministrazione Digitale e norme ad esso connesse

**PRESTAZIONE OGGETTO DEL CONTRATTO**  
**(Specifiche tecniche)**

Allegato B3 "*Terms of Reference*".

## ANNEX III: Organisation & Methodology

### 1. RATIONALE

- Any comments you have on the terms of reference for the successful execution of activities, in particular regarding the objectives and expected results, thus demonstrating the degree of understanding of the contract. Your opinion on the key issues related to the achievement of the contract objectives and expected results.

The conservation policy regarding archaeological heritage is still rooted in strategies aimed at defending the sites. These are too often linked to contingent needs to reduce damage which has either happened or is happening. These policies are, moreover, too often disconnected from any programming policy

The cultural processes since the second half of the last century have undergone an interesting evolution, shared and made explicit in significant international agreements. Despite this, in Albania, as elsewhere, the management of historical-cultural and archaeological assets and resources no innovative models of governance have been developed. Appropriate models of governance that have so far been lacking are those that apply consistent methodologies that can be managed and applied by professionals with the different skills essential to the conservation and enhancement of cultural heritage.

One of the objectives of these models is to integrate the value of the cultural and archaeological heritage within the economic and social development processes of the territories by identifying and assigning the necessary human and economic resources to the Park.

It is from this perspective that the need to draw up a Management Plan for the archaeological park of Antigonea must be understood; the choice of management plan must go beyond the traditional, defensive type of conservation activity. It must push those involved in the relevant institutions in any management and planning of the wider territory to consider the protection and the enhancement of the Roman city.

In order to be successful, the proposal must be rational, practical and coherent and also be clear and consistent with the objectives and expected outcomes. Consequently, the objectives of the Management Plan must be clearly highlighted. They are as follows:

1) to set out norms, with appropriate rules of discipline, constraints and ordinances, with the aim of protecting the sites, resources and landscapes that are formally protected, prevailing, where necessary, over other rules, regulations and planning regulations.

## Organisation & methodology

II) to define development strategies; to identify ways of coordinating and directing the actions and programs of the institutions (both public and private), who are involved and are working in the area.

III) to clarify the issues and the reference values, the reasons for the choices and the possibilities for negotiating them, and to establish a dialogue between institutions, operators and stakeholders.

The process of drawing up the Plan and the setting out of the outcome must be regarded as tools to ensure the involvement of the institutions responsible for initiatives of research, protection and enhancement in the area of the Archaeological Park of Antigone beginning with the Ministry of Culture, The National Institute for Cultural Heritage and the Regional Department of Cultural Heritage of Gjirokastra.

The local authorities of Gjirokaster also play a fundamental role, as do the town of Gjirokaster, the IAT of Tirana and the villages of Asi Zeneli, (the present seat of the park), Krina, Tranoshishtë, Saraqinishtë, and Arshi Lengo.

The project, therefore, sets out a vision of the potential development of the area that takes into account the ways in which the Park area can react to and interact positively with the transformation processes of the territory and with the aspirations of development of the communities that live there, and of the way in which the management of the Park can support the cultural social and economic growth of the area as a whole.

The objective of the Management Plan is to move beyond the concept of the archaeological park as an open-air museum towards a vision that puts the park at the centre not only of the cultural networks, but places it at the centre also of the economic and social relationships that function in the surrounding area.

This is an approach that encourages local residents to recognize the value and the benefits of building balanced and harmonious relationships between economic and social activities and the established presence of the Park. This approach will mean that the strategic value of research and territorial protection will be fully recognized.

In relation to the Management Plan, the Master Plan will constitute a summary plan, a synthesis of what is contained in the plans of the individual projects of which it is made up.

The underlying reasoning is to divide the complexity of the Management Plan into smaller, easily manageable parts. Each of the projects that will become a part of the programme will contribute to the

## Organisation & methodology

achievement of the objectives of the program. The individual projects can be divided into sections according to function.

Through the implementation of the Management Plan we intend to bring the system of scattered resources in contact with the territory. The Archaeological Area of Antigonea is envisaged as one of the "entrance doors to the territory" and an instrument of knowledge of the cities and cultural heritage. It is conceived of as a "non-museum" a way to experience the area and to promote, through special itineraries, visits to the sites of interest not only the cultural sites, but also the natural environment, and sites of production (e.g. farms, craft workshops, quality productions, ...).

It is a Plan therefore that can develop and transform the Archaeological Area of Antigonea as a museum that is open to the territory; one that can realise:

- information aimed at restoring and enhancing the many diverse connections between the objects and the contexts of their origin, connections that would be sundered by the constraints imposed by the creation of a more traditional museum;
- the opening up of the surrounding area to visits as starting points for organized and well-structured itineraries;
- the creation and recognition of areas equipped for parking and for welcoming residents and tourists, and set up as starting points for visiting the surrounding area;
- the connection and intersection with other local itineraries that in some way start from or cross the Park area, improving contacts and cross-fertilization between routes with different characteristics and diverse destinations and territories (from pedestrian, cycle, equestrian and vehicular routes, to the infrastructures for hotel and non-hotel accommodation; from visitor centres and information points, to centres for the administration and government of the territory; from archaeological, historical-artistic, diverse and widespread territorial resources, to wide areas of environmental significance)

The aim, therefore, is to value the importance of the cultural traditions and traditional natural products of the villages in the area, Krina, Tranoshishtë, Saraqinishtë, Asim Zeneli and Arshi Lengo, and to make Antigonea an engine of economic and cultural development in synergy with the territory of Gjirroaster.

Thus the plan does not focus only on the protection of the Park and its perimeter. It also places emphasis on the territory and the surrounding area as a whole, (assigning to the cultural itinerary a central role

## Organisation & methodology

that connects with any future interventions), and at the same time highlights the local area (with interventions on single local sites).

In relation to the territory of the surrounding area, a fundamental premise of the plan is the importance of establishing relationships. An integral part of establishing these relationships is the building of regional connections with the archaeological area of Hadrianopolis, where, since 2016, a joint mission of the University of Macerata and of the Archaeological Institute of Tirana has been active. Co-planning and co-management processes will have to be set up with this joint mission starting from the implementation of the director scheme of the Hadrianopolis Park Plan already drawn up by the University of Macerata and implemented with an urban planning intervention by the Gjiroaster Region which passed the decision n.40/1 on 8/10/2007.

Another site of particular importance of a regional nature is that of the fortress of Palokaster given its proximity and strategic role and the fact that a joint mission of the University of Macerata and the Archaeological Institute of Tirana has been active there since 2016.

Finally, connections with the city of Gjirokastra must be taken into consideration. Gjirokastra is a UNESCO heritage city, currently the largest tourist attraction in the region. It has a well developed, rich hospitality infrastructure (restaurants, hotels, etc.)

If the necessary government interest in improving the road infrastructure is shown, then, in a short space of time, both Antigonea and Gjirokastra can become vibrant nodes of cultural and environmental tourism.

- Furthermore, with regard to the whole territory, there is a need to place the Antigonea Park at the centre of wider thematic itineraries and therefore within a network whose nodes will include other Albanian archaeological parks, starting from the closest, which are Butrinto and Apollonia. The aim here is that of integrating the different management models starting from that of Butrinto

- **An explanation of the risks and assumptions affecting the execution of the contract.**

In order for the Project to be successfully carried out, it is necessary to have a clear view of the risks and the assumptions that might affect the execution of the contract

During the planning stages, a full understanding of all the relevant urban and territorial laws and regulations, and of the norms that regulate public / private properties will be essential.

The availability of material for the preparation of the cognitive framework is a specific issue that needs to be addressed. Nevertheless, the team does have access to the most up-to-date material available.

The research activities conducted by the University of Macerata, which began in 2005 are of particular relevance to the archaeological issues; the data for the macro and microeconomic analysis are being processed as part of the research being conducted by Dr. Francesco Carelli of the University of



## Organisation & methodology

Macerata; the elaboration of a territorial development plan of the Drino valley developed by the architects C. Gamberoni and R. Capradossi, elaborated by the Terre.it Company, is of particular relevance to the study of the wider territory.

The challenges of information exchange are addressed in the wider research programme; as explained in the methodology, the design group will set up a system for exchanging documents and creating virtual connections that can facilitate contacts and the sending of files between the various groups involved in the design process.

The strategy proposed is based on the principles of interinstitutional cooperation. It is therefore essential that a fruitful, dynamic collaboration be initiated between all those involved, both public and private groups, who may not be used to working collaboratively.

One certain challenge is that of incorporating the skills of the technicians and workers who will be called upon to develop and implement the projects. It is therefore important that responsibility for assigning specific responsibilities or duties be entrusted to companies who are familiar with modern restoration methods and techniques.

## 2. STRATEGY

- **An outline of the approach proposed for contract implementation.**

In order to ensure that the relationship between the Park and the socio-economic and territorial context remain at the centre of the Plan, it seemed necessary to emphasize the importance of interinstitutional co-planning. For the successful execution of the planned activities and in order to develop a rationale for this proposal that is clear and consistent with the objectives and with the expected outcomes, it is essential to establish a dialogue that safeguards the obligations of protection and enhancement of the life of the territory, and thereby avoid a process of 'museification'.

The plan will be an opportunity for the state institutions to adopt a stance of far-sightedness and, from the outset, to discuss the decision making process with the local authorities and all those tasked with managing the urban transformations, thereby overcoming the logic of *ex post* control.

This courageous approach will allow us to overcome the principle of preventive protection, precisely because it has set itself the objective of managing transformations, rather than managing the often harmful effects generated by the transformations themselves.

The principle of inter-institutional cooperation also has positive implications for the drafting of the economic sustainability outline of the project. The study of the inter-institutional relations that already exist in the territory falls into one of the categories analysed for the overall economic-financial

## Organisation & methodology

assessment of the site. The overall plan emphasises the strengthening of constructive cooperation between all the stakeholders involved, in diverse ways, in management and enhancement.

Cooperation is also essential given the number of important archaeological sites in the area. Seen from a synergistic and collaborative perspective, this collaboration is aimed at ensuring that the management plan is functional and that the diverse archaeological sites can subsequently be networked.

The groups (whether public or private...) involved in the co-planning process will include the Ministry of Culture, The National Institute for Cultural Heritage, The Regional Department of Cultural Heritage of Gjirokastra. Other groups that have been identified are:

1. Responsible for site management Territorial bodies with government capacity (Municipality, Region, ...)
2. Local communities
3. Companies directly involved (restoration, research, enhancement, ...)
4. Companies not directly involved (restaurants, food and wine, crafts)
5. Professionals
6. Specific stakeholders (cultural associations, volunteer archaeologists, other operators in the cultural sector, ...)
7. Institutions (universities, restoration schools, ...)

The bottom up method, typical of local territorial planning, cannot be used unthinkingly, because there are constraints imposed from above (protection).

The formation of the Plan is a co-planning process, which involves a multiplicity of subjects. It is an open process, in which knowledge, design and management are dynamically intertwined. It is a process of intersectoral and interdisciplinary synthesis aimed at offering a systemic understanding of the reality of the Park.

Interinstitutional cooperation will be facilitated through the use of an external facilitator: a neutral outsider, who is trained in bringing people with diverse interests together. This intervention can be helpful in negotiating difficult relationships.

The facilitator's work will be made more effective through the submission of an economic study determining the site's potential economic benefit to the local community, and identifying ways to ensure that profits from tourism stay in the community, thereby displaying a commitment to the stakeholders

## Organisation & methodology

- A list of the proposed tasks you consider necessary to achieve the contract objectives.

The design will be developed by a multidisciplinary team structured and organized according to their specific skills and those responsible for the sector.

The outline of the approach for contract implementation sets out the different tasks in a way that is clear, realistic and consistent with achieving the objectives of the contract

1. Organisation of documents and cognitive frameworks
2. Synthetic interpretation of knowledge
3. Management of the Project, which must include models and means for a results-tracking

The activity of the planning group begins with establishing a Knowledge Framework and Masterplan, starting from the data already gathered by the group and the data that will be made available.

### The non-archaeological documentation will include

1. Historical settlement framework
2. Hospitality (hotels, restaurant,....)
3. Transport links (airports, roads, railway stations)
4. Comparison with large area plans, of a regional and local character
5. Analysis of local cultural heritage sites (Museums. Buildings of architectural interest,....)
6. Botanical map of local flora; land use.
7. Geological map
8. Other projects in progress

### The archaeological documentation will include

1. Archaeological map of the site
2. Archaeological map of the territory
3. Map of the archaeological potential of the site and territory
4. Archaeological prediction map of the site and territory
5. Map of the archaeological vulnerability of the site and territory
6. Map of the ancient road system

This cognitive framework will constitute the basis for consultations with the Contracting Authority, the organizations involved and the main stakeholders. Therefore, at the start of the process of drafting the

## Organisation & methodology

contents of the Management Plan, the team will have already shared knowledge with local groups and authorities.

The primary fundamental step will be the drafting of the Work Plan that will be submitted to the Client. This plan will encompass all the organizational directives and timing to follow..

<p><b>Defining shared objectives</b></p> <p>In order to define a clear requirement framework to be shared during the first meeting, the diverse matters raised during the study and strategies will be analysed and strategies identified that need to be adopted in order to achieve all the aims that are expected by the contracting authority</p>	<p><b>Working plan</b></p> <p>The working plan will be presented in the initial meeting with the client. It will contain</p> <ul style="list-style-type: none"> <li>- the organization and structure of the working group</li> <li>- the procedures and methodologies</li> <li>- the structure and preliminary directory of the documents to be drawn up.</li> <li>- useful IT tools</li> <li>- detailed time schedule</li> </ul>
---	---

- **Inputs and outputs.**

The principal inputs and outputs of the Management Plan are detailed and in line with the objectives and expected results:

- General organization of the territory and its configuration in areas or parts according to forms of use, enjoyment and protection.
- Bond and destinations (for public or private use) of the different areas and parts, with the implementation of related rules.
- Vehicular and pedestrian accessibility systems with particular attention to routes, access and structures for the disabled.
- Systems of equipment and services for managing the social function of the Park: museums, visitor centres, information offices, camping areas, agritourism activities.
- Restoration interventions on the archaeological heritage sites and guidelines for interventions on the cultural and natural resources.
- Digitization plan for enhancement and management

## Organisation & methodology

The contents will be closely correlated to the Economic sustainability plan

Attracting archaeological tourism will be fundamental to the project. Marketing strategies for the enhancement of the cultural and archaeological resources of the territory will be evaluated.

The connection to the production chains is determined by the availability of entrepreneurial skills but is also reinforced by professional skills in the following sectors:

- hospitality (hotels, restaurants, catering...)
- Agrifood and circular economy
- Eno Gastronomic tourism
- Travel agencies
- Tourist guides

Activities that enrich the management of the archaeological park and other sectors will be developed from a socio-economic sustainability point of view, and will include

- production activities (various supply chains)
- activities related to training for the professionalization of the required skills
- protection and maintenance
- promotion and enhancement (ICT, technological infrastructure, digitization, virtual tours)

The analysis of the economic and financial sustainability will define the economic resources necessary to maintain and make the archaeological park operational and will make an important contribution to drawing up the management plan of the archaeological park. The sustainability plan and the contents of the Management Plan will therefore be drawn in a closely interconnected process.

In order to optimize the investment and financing choices, the Management Plan includes an analysis of the key factors. The analysis includes an assessment of the supply and demand within the territory that takes into account the archaeological, cultural and environmental contexts, and the potential for tourism.

The management plan requires that costs and revenues be defined in order to establish the financial resources needed to make Antigonea archaeological park operational.

The financial analysis identifies and implements forms of management that optimize the use of public resources so as to work towards the collective objectives underlying the drafting of the Management Plan.

### Organisation & methodology

The examination of the characteristics of the local economic system takes into consideration indicators such as population, demographic structure, level of education, school population, GDP, unemployment rates and tourism.

An Organisation chart will be proposed as an instrument that is closely connected to the Economic sustainability plan.

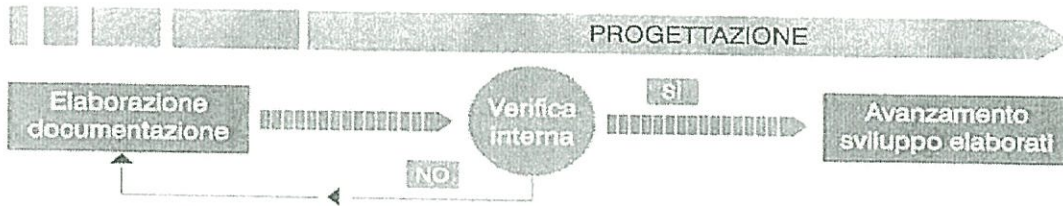
The Management - Managerial skills – that will be considered relevant are

- Organizational skills
- Teamwork leadership and collaborative skills
- Financial skills (accountability and fundraising)
- People management
- Marketing and Information Technology
- Data analysis and management

• Each project will be drawn up subject to the following approval process: drafting, verification, approval, (or possibly, re-examination), authorization.

• Internal design verification

The Verification processes of the Project are set up to be documented activities which aim to ascertain the suitability and the technical adequacy of the set of technical documents for each design phase and ascertain their compliance with the requirements and the criteria that are the points of reference for the next phase. These checks are carried out by the Heads of the Specialized Operating Units of the Design Office under the supervision of the Design Coordinator with the support of the University of Macerata for.....



Drawing up documentation	Internal checks and verifications	Progression and development of documentation
--------------------------	-----------------------------------	--

## Organisation & methodology

In order to allow an effective and timely sharing of information and choices, the system that will be adopted has already been exhaustively tested in numerous other projects. It envisages the creation of a digital platform for the exchange of information DEP (Document Exchange Platform) and the adoption of specific procedures for the involvement of the Contracting Authority and the transmission of documents in all phases of the design process

The DEP will be created with access to a dedicated CLOUD space which will be given to the managers of the design units, the RUP, the person responsible for coordinating the design and any additional users with specific levels of authorization authorized by the RUP itself.

On this platform it will be possible to coordinate activities by uploading, checking and downloading project documents, reports, messages, photographic documentation, calendars and time schedules of activities. In this way a project archive will be built up and synchronized with the actual development of the design. This will be accessible to all those involved.

Finally, the Plan will provide procedures for ex-post evaluation. It is necessary to compare the planned benefit-cost ratio (as a result of the Economic sustainability plan) with the final outcomes, planned and final research and presentation costs, as well as planned and final presentation revenues.

The economic effects can be assessed by comparing the state of the indicators that will be identified before and after the implementation of the management plan and the performance for the following indicators.

In order to draw up an outline for the implementation of the contract in the subsequent phases, periodic comparisons are planned with the tenderer in the approval phase and with the designers and executors of the executive projects in the drawing up and execution of the Projects.

### 3. BACKSTOPPING, SUBCONTRACTING AND CAPACITY PROVIDING ENTITIES

- A description of the support facilities (back-stopping) that the contractor will provide to the team of experts during execution of the contract. The back-up function will be assessed in the evaluation and its organisation and methodology will be carefully explained, including the list of staff, units, capacity of permanent staff regularly intervening as experts on similar projects, provision of expertise in the region/country or origin as well as partner countries, organisational structure, etc. with the task of ensuring function, as well as the available quality systems and knowledge capitalisation methods and tools, within the respective members of the consortium.

## Organisation & methodology

The ATS are to be assisted in the various phases by the contractor (back-stop) who will ensure the presence of professional figures related to the different tasks of the Project and the application of its methodology. Back stopping must be defined from the very beginning of the design phases

The back stopping will of necessity include 1 architect who is an expert in urban and territorial planning in the Albanian area. This architect will support the acquisition phase with all the necessary information regarding the laws and regulations concerning not only urban and territorial matters, but also matters such as those that regulate the public / private properties that may be affected by the action of the Plan.

For the drawing up of the cognitive frameworks the collaboration of: 1 Art Historian; 1 Geologist, 1 Botanist, who will work with the ATS, will be essential

The study of the local economic system takes into consideration indicators such as population, demographic structure, level of education, school population, GDP, unemployment rate and tourism. 1 Economist and 1 Demographer will therefore be needed to gather and analyse data of this nature.

In the co-planning phase, the experts of the working group, starting with the Archaeologist, the Restorer and the Economist, must be supported by 1 local facilitator.

The members of the back stop group will have to work with the methodologies and procedures underpinning the Plan and act in the future as a driving force for the operation of other areas that are part of the proposed methodology

#### 4. INVOLVEMENT OF ALL MEMBERS OF THE CONSORTIUM AND OF CAPACITY PROVIDING ENTITIES

• If a tender is submitted by a consortium, a description of the input from each member of the consortium and the distribution and interaction of tasks and responsibilities between them. Furthermore, the involvement of all members of the consortium will be considered added value in the tender evaluation. If the tender is submitted by a single company, the total of available points for this part in the evaluation grid will be allocated.

The ATS is structured in a coherent form. The structure takes into account the skills and experiences of the two institutions (University of Macerata and Terre.itsrl) who have already worked together in Albania in the same area and envisages the same division of roles.

It is therefore the application of a methodology that has already been successfully tested and has led to the creation of projects in line with the present bid. This guarantees that quality systems and knowledge capitalization methods and tools are already available within the offer of the respective consortium members



## Organisation & methodology

The input from each member of the consortium and the distribution and interaction of tasks and responsibilities between them is clearly described?

### Università di Macerata

#### Key Experts:

Roberto Perna (Archeologist)

Eleonora Cutrini (Economist)

Barbara Fianza (Economist)

Francesco Carelli (Economist)

These professional figures ensure the function within the members of the consortium.?

The University of Macerata will deal more directly with matters related to archaeology and restoration. Regarding archaeology and restoration, it is important to highlight that:

Since 2005, the University of Macerata has carried out excavation and archaeological research activities in the Drino valley, particularly within the sites of Hadrianopolis, Antigonea and the fortress of Palokaster. Two projects were undertaken in collaboration with the IAT of Tirana and were financed as part of the Italian archaeological, anthropological and ethnological missions abroad and were financed by the MAECI

The two research projects are:

- "Hadrianopolis (Albania): archaeological investigations, study, edition and enhancement of the Roman city".
- "Archaeological excavations, research and enhancement of Paleokastër (Region of Gjirokaster)"

Between 30/03/2005 - 31/12/2006, as part of the TAU Project, the Scheme of Director of the Hadrianopolis Park Plan (Designer: Fabrizio Torresi) was developed. Its remit was the analysis and synthetic interpretation of the territory, the construction of reference scenarios and finally the identification of strategic lines of development

Important research has been conducted by the Italian-Albanian mission into the state of deterioration of the structures and the analysis of its causes (biological, chemical and physical). This research has been fundamental for the subsequent restoration works carried out to date by the Italian-Albanian mission

## Organisation & methodology

The strategic lines of the Plan have focused on:

1. The restoration, consolidation and maintenance of the archaeological heritage.
2. The management of the natural heritage and infrastructures present with a focus on the management of hydrogeological risk.
3. The area arrangement project through the organization of projects for educational and recreational uses.

The project was immediately received and approved by the Gjirokaster Region which made it an urban planning tool with act 40/1 of 8/10/2007

Between 25/07/2010 and 23/10/2012 the University of Macerata and the IMK of Tirana within the ARCHADRIN Project carried out the first phase of the Project (Elaboration of the 2005-2009 Project) of the restoration of the theatre of Hadrianopolis .

The Scientific coordinator of the Project was Roberto Perna. The Architects were Livia Sforzini, Giuseppe Mantella, Spiro Nika, Eralda Bushi

The objective of the restoration project was to re-establish the building as a functional structure. It was presented to the Institute of Cultural Monuments of the Albanian Ministry of Culture on February 14, 2009 for approval. To date, the anastylosis of the orchestra has been completed and this has made it possible to stage three theatrical performances.

The task of the University of Macerata will also be to analyse the macro and microeconomic factors of the Project, in order to develop the economic sustainability plan by building on what has already been achieved and on the projects that are still in progress:

The University of Macerata has set up a doctorate programme entitled "Development models based on culture and tourism in the Drino valley in Albania" as part of the XXXV cycle 2019-2022. It has awarded a scholarship to Dr. Francesco Carelli. The objective of the research, the data from which will be used for the realization of the Management Plan and Master Plan of the Archaeological Park of Antigonea, is to define a governance model and an economic sustainability plan linked to the implementation of the strategic plan for the Drino valley (already developed by the Terre.it company srl.), evaluating its costs, benefits and overall impact on the local economy.

In September 2019, the University of Macerata launched, as Lead Partner, the three-year TRANSFER Project (Integrated management models for archaeological parks), funded under Interreg V-B,

## Organisation & methodology

ADRIATIC-IONIAN COOPERATION PROGRAM - 2014-2020. Unime Working Group: Roberto Perna, Barbara Fidanza, Eleonora Cutrini

The objective of the project is to develop a prototype model for the management of archaeological parks as a vector for development and for the promotion of tourism.

The management model will be developed and then tested starting from 5 specific sites: Antigonea (Albania), Urbisaglia (Italy), Dodona (Greece), Ptuj (Slovenia) Omišalj (Croatia) taking into account the specific administrative and territorial context that characterizes each of the individual areas.

### Terre.it srl

#### Key Expert:

Corrado Gamberoni (Restorer)

These professional figures ensure the function within the members of the consortium.?

Within the Terre.it Company there are various professional skills useful for the realization of this contract, including engineers, architects, geologists, naturalists.

In particular, we note:

- **Maurizio Consoli: Geologist**
- **Andrea Renzi: Architect expert in planning and restoration**

The Terre.it Company will be entrusted with competences more closely linked to territorial planning and design. These will include the Implementation of the Strategic Plan for the Drino Valley and the Master Plans of the Antigonea and Hadrianopolis Parks as part of the REBED Project.

Designers: Corrado Gamberoni, Roberta Caprodossi, Massimo Sargolini

The Project, launched in July 2010 and concluded in March 2015, identified as the main site of interest Hadrianopolis, and the Hellenistic city of Antigonea. The aim was essentially that of establishing a "network park" within the Drino valley. Together with the two archaeological areas, the Plan therefore envisaged the insertion and integration of both the urban centre of Gjirokaster, and other archaeological sites and monuments of national interest as listed by the Albanian protection law ([http://imk.gov.al/site/?page\\_id=77](http://imk.gov.al/site/?page_id=77)).

The methodology for the realization of the Project took into account both the assessments shared with the institutions and with the local stakeholders, and the present planning and programming and future development ideas for the territory.

If the tenderer relied on the capacity of other entities to fulfil the technical and professional criteria, evidence of the written commitment provided by those entities for performing the services for which their technical and professional capacities are required must be provided.

The working group made up of experts from the University of Macerata and the Terre.it Company will be strengthened by the following experts in their field:

Giuseppe Mantella, is registered on the list of restorers qualified for the profession according to art. 182 DLGS 42-2004 in the following sectors: stone, mosaic and derivative materials; decorated surfaces of architecture; artifacts painted on wooden support; carved wooden artefacts, furnishings and wooden structures; ceramic and glass materials and artifacts; materials and products in metal and alloys.

Dr. G. Mantella is part of the team who designed and carried out the restoration of the theatre of Hadrianopolis that was realized by the University of Macerata and IMK of Tirana.

Sabina Veseli is an archaeologist and official at the Archaeological Institute of Tirana (IAT). Dr. Sabina Veseli is the director responsible for the IAT of the archaeological site of Antigonea.

If the tenderer relied on the capacity of other entities to fulfil the economic and financial criteria, evidence of the written commitment provided by those entities establishing their joint liability for the performance of the contract must be provided.

#### 5. TIMETABLE OF WORK

- The timing, sequence and duration of the proposed tasks, taking into account travel time.
- The identification and timing of major milestones in executing the contract, including an indication of how the achievement of these would be reflected in any reports, particularly those stipulated in the terms of reference.

For the purpose of the positive execution of the contract it is necessary to prepare a timing, sequence and duration of the proposed tasks realistic and consistent with the duration of the contract

It will therefore be organized on a bimonthly basis, with internal steps

## Organisation & methodology

I two months: elaboration of documents and cognitive frameworks .

II two months: synthetic interpretation of knowledge and meetings with stakeholders.

Report; information processing it will take into account:

- 1, structuring factors, understood as the set of components and relationships with which the organization of local systems manifests itself concretely and adaptively;
- 2, characterizing factors, understood as components and relations that characterize each local system giving it an identity that distinguishes it from others even with similar structures;
- 3, qualifying factors or situations, understood as elements or conditions such as to give a local system a certain quality or importance or value without changing its structure or characters;
- 4, critical factors or situations, understood as the set of elements or conditions, actual or potential, of degradation or de-qualification or alteration, more or less acute, not such as to compromise the structure or characters or quality of systems.

III two months: elaboration of the Project, which must take into account models and means for a results-tracking.

Report; the principal output will be:

- 1, The organization of the territory of the Park according to areas with different characteristics which are therefore subject to different rules that govern: 1) the regulation of uses and transformation processes; 2) permitted and prohibited activities
- 2, An analysis of the state of conservation of the archaeological monumental buildings and the related guidelines for their maintenance, restoration and research
- 3, The proposal of new archaeological explorations also for the legibility of the main morphological and ancient historical structures of the city and the territory.
- 4, Archaeological heritage cataloguing project which envisages the creation of a digital documentation operational chain
- 5, Draft for the restructuring of service buildings and for the construction of new buildings and infrastructures for enhancement
- 6, A Civil protection Plan, to be followed in the case of a natural disaster (earthquake, flood, ....)
- 7, Communication plan

IV two months: preparation of the documentation in collaboration with the local tender representatives.

Report: Development of the preliminary project

### Organisation & methodology

V two months: meetings and discussions with the competent authorities; discussion within the working group and with the tender representatives; synthesis with Ministry of Culture, National Institute for Cultural Heritage, Regional Department of Cultural Heritage of Gjirokastra

VI two months: re-elaboration of the Management Plan; definitive presentation of the Management Plan.  
Report: Development of the definitive project

VII two months: discussion with the executors of the projects on the methodologies to be applied and start of the implementation of executive projects.  
Report: summary of the project proposals with indication of the methodologies to be applied

VIII two months: final drafting of executive projects; start of the implementation of executive projects.

IX-XII two months: realization of projects.  
Report: final summary of the activities carried out.

WP	Work	Timetable of work											
		I two mon ths	II two mon ths	III two mon ths	IV two mon ths	V two mon ths	VI two mon ths	VII two mon ths	VIII two mon ths	IX two mon ths	X two mon ths	XI two mon ths	XII two mon ths
1	Prepare all the technical and scientific documentation												
2	Present the Management Plan to the competent authorities												
3	Amend, if necessary, the Management Plan												
4	Scientifically assist the the project design/executive engineering studio												
5	Scientifically assist the supervision for restoration												

## Organisation & methodology

- The methodologies contained in the offer should include a workplan indicating the envisaged resources to be mobilised.

The proposed methodology is strongly interdisciplinary and is based on an in-depth preparatory study and on the use of ICT technologies. The related work plan also envisages the mobilization of human and technological resources that will be essential to the realization of the contract

In addition to the professionals identified in the project report and the members of the ATS, the Project envisions the use of the human and technological resources that the University already deploys in the excavations carried out in the Drino valley and in Antigonea itself each year.

These include the technology for indirect surveying and photogrammetry usually carried out with the use of drones, thermal cameras, total stations and laser scanners.

The equipment (hardware and software) for the processing of graphic and cartographic documentation is also available.

With regard to the cognitive frameworks and of the synthesis documents, it is important to highlight the agreements and collaborations in the field of archaeological research in the Drino valley that have been active for many years. These have been developed together with:

- geophysics laboratory at the School of Science and Technology of the University of Camerino (Director Prof. A. Schettino).
- Digital heritage laboratory at the DICEA of the Polytechnic University of Marche (Director Prof. P. Clini).

Firmato digitalmente da

**FRANCESCO  
ADORNATO**  
C = IT  
Data e ora della  
firma: 08/07/2021  
13:27:58

## DOCUMENTO UNICO DEI REQUISITI

Tutte le informazioni richieste devono essere inserite dall'operatore economico, salvo dove espressamente indicato

**PARTE I**  
**INFORMAZIONI SU PROCEDURA DI APPALTO E COMMITTENTE**

<b>Identità del Committente</b>	<b>Risposta:</b>
Nome:	<i>Agenzia Italiana per la Cooperazione allo Sviluppo – AICS Sede di Tirana</i>
Titolo o breve descrizione dell'appalto:	<i>Servizi tecnico scientifici per il Parco Archeologico di Antigonea</i>
CIG	<i>Z153034B7A</i>

**PARTE II: INFORMAZIONI SULL'OPERATORE ECONOMICO**

<b>A. Dati identificativi dell'operatore economico</b>	<b>Risposta:</b>
Denominazione:	Università degli Studi di Macerata
Numero di identificazione nazionale, se previsto (codice fiscale, partita IVA, registrazione....)	
Indirizzo postale:	(Italy)
Persone di contatto: Telefono: PEC o e-mail: (sito web) (ove esistente):	    <a href="http://www.unime.it">www.unime.it</a>

<b>B. Eventuali rappresentanti dell'operatore economico:</b>	<b>Risposta:</b>
Nome completo	
Data e luogo di nascita	
Posizione/Titolo ad agire:	
Indirizzo postale:	
Telefono:	
E-mail:	
Se necessario, fornire precisazioni sulla rappresentanza (forma, portata, scopo):	Rappresentante legale



### A: Motivi di esclusione legati a condanne penali

Sono esclusi dalla partecipazione alla selezione coloro che sono stati condannati, con sentenza penale definitiva, in Italia o nel Paese dove si svolge l'appalto, per uno o più dei seguenti motivi: (1) partecipazione a un'organizzazione criminale; (2) corruzione; (3) frode; (4) reati terroristici o reati connessi alle attività terroristiche; (5) riciclaggio di proventi di attività criminose o finanziamento al terrorismo; (6) lavoro minorile e altre forme di tratta di esseri umani; (7) ogni altro delitto da cui derivi l'incapacità di contrattare con la pubblica amministrazione. Le situazioni rilevanti per l'esclusione sono quelle previste dal diritto italiano, nonché:

- negli Stati membri dell'Unione Europea, le situazioni indicate nella normativa interna che ha recepito l'articolo 57 della direttiva 2014/24/UE;
- nei Stati non appartenenti all'Unione Europea, le situazioni equivalenti previste dalla normativa penale locale.

A. Motivi legati a condanne penali	Risposta:
1) L'operatore economico o un membro dei suoi organi di direzione o di vigilanza o chiunque abbia nell'operatore economico poteri di rappresentanza, di decisione o di controllo sono stati condannati per uno dei motivi indicati sopra con sentenza definitiva pronunciata non più di cinque anni fa o in seguito alla quale sia ancora applicabile un periodo di esclusione stabilito nella sentenza?	[ ] Sì [ x ] No
2) In caso affermativo, indicare (ripetendo per le volte necessarie): a) la data della condanna, quali punti tra quelli riportati da 1 a 7 e i motivi di condanna; b) dati identificativi delle persone condannate; c) durata del periodo di esclusione stabilito dalla sentenza di condanna.	a) Data: [.....], Durata della condanna: [.....] Motivi: [.....] b) [.....] c) durata del periodo d'esclusione [.....]
3) In caso di sentenze di condanna, quali misure ha adottato l'operatore economico per dimostrare la sua affidabilità ( <i>self-cleaning</i> )?	[Indicare misure adottate]

### B: Motivi di esclusione legati al pagamento di imposte o contributi previdenziali

B. Pagamento di imposte, tasse o contributi	Risposta:
1) L'operatore economico ha soddisfatto tutti gli obblighi relativi al pagamento di imposte, tasse o contributi previdenziali, nel Paese dove è stabilito, in Italia e nel Paese dove si svolge l'appalto?	[x] Sì [ ] No
2) <u>In caso negativo</u> , indicare: a) lo Stato dove si è verificata l'inadempienza;	a) [.....]

b) l'importo;	b) [.....]
c) come è stata stabilita l'inottemperanza;	c) [.....]
d) misure adottate per porvi rimedio;	d) [.....]

**C: Motivi di esclusione legati a insolvenza, conflitto di interessi o illeciti professionali**

<b>C. Informazioni su eventuali situazioni di insolvenza, conflitto di interessi o illeciti professionali</b>	<b>Risposta:</b>
1) L'operatore economico ha violato, per quanto di sua conoscenza, obblighi in materia di salute e sicurezza sul lavoro, di diritto ambientale, sociale e del lavoro?	[ ] Sì [x] No
2) L'operatore economico si trova in una delle seguenti situazioni o è sottoposto a un procedimento per l'accertamento di una delle seguenti situazioni: a) fallimento, procedura di insolvenza, liquidazione, concordato preventivo con i creditori, amministrazione controllata o altra situazione analoga? b) ha cessato le sue attività?	a) [ ] Sì [x] No b) [ ] Sì [x] No
3) L'operatore economico si è reso colpevole di gravi illeciti professionali?	[ ] Sì [x] No
4) L'operatore economico ha sottoscritto accordi con altri operatori economici intesi a falsare la concorrenza?	[ ] Sì [x] No
5) L'operatore economico è a conoscenza di qualsiasi conflitto di interessi legato alla sua partecipazione alla procedura di appalto?	[ ] Sì [x] No
6) L'operatore economico o un'impresa a lui collegata hanno fornito consulenza al Committente o hanno altrimenti partecipato alla preparazione della procedura d'aggiudicazione?	[ ] Sì [x] No
7) L'operatore economico ha già avuto esperienza di cessazione anticipata di un precedente appalto pubblico o gli sono già stati imposti risarcimenti danni o altre sanzioni in relazione a un precedente appalto pubblico?	[ ] Sì [x] No
8) L'operatore economico: a) si è reso gravemente colpevole di false dichiarazioni nel fornire le informazioni richieste per verificare l'assenza di motivi di esclusione o il rispetto dei criteri di selezione? b) ha occultato tali informazioni? c) è stato in grado di trasmettere senza indugio i documenti complementari richiesti da un Committente? d) ha tentato di influenzare indebitamente il procedimento decisionale di un Committente, non aver tentato di ottenere informazioni confidenziali che possono conferirgli vantaggi indebiti nella procedura di appalto, non aver fornito informazioni fuorvianti che possono avere un'influenza notevole sulle decisioni riguardanti la procedura d'appalto?	a) [ ] Sì [x] No b) [ ] Sì [x] No c) [ ] Sì [x] No d) [ ] Sì [x] No

9) In caso di risposta affermativa ad una qualsiasi delle domande della presente sezione C, indicare le situazioni verificatesi e quali misure ha adottato l'operatore economico per dimostrare la sua affidabilità ( <i>self-cleaning</i> )	[Indicare misure adottate]
--	----------------------------

**D: Motivi di esclusione previsti dalla legislazione italiana e situazioni equivalenti previste dall'ordinamento del Paese dove si svolge l'appalto**

D. Motivi di esclusione previsti dalla legislazione italiana	Risposta:
L'operatore economico si trova in una delle seguenti situazioni?	
1) sussistono a suo carico cause di decadenza, di sospensione o di divieto previste dalla legislazione antimafia?	1) [ ] Si [ x ] No
2) è soggetto a infiltrazioni della criminalità organizzata?	2) [ ] Si [ x ] No
3) è stato soggetto all'interdizione dell'esercizio dell'attività o ad altra sanzione che comporta il divieto di contrarre con la pubblica amministrazione?	3) [ ] Si [ x ] No
4) è iscritto nel casellario informatico tenuto dall'Autorità nazionale anticorruzione per aver presentato false dichiarazioni o falsa documentazione ai fini del rilascio dell'attestazione di qualificazione, per il periodo durante il quale perdura l'iscrizione?	4) [ ] Si [ x ] No
5) ha violato il divieto di intestazione fiduciaria?	
6) rispetta le norme sul diritto al lavoro dei disabili?	
7) se è stato vittima dei reati di concussione e di estorsione commessi dalla criminalità organizzata o da chi intendeva agevolare l'attività della criminalità organizzata e non ricorre un caso di necessità o di legittima difesa, ha denunciato i fatti all'autorità giudiziaria?	5) [ ] Si [ x ] No 6) [ x ] Si [ ] No 7) [ ] Si [ x ] No
8) si trova rispetto ad un altro partecipante alla medesima procedura di affidamento, in una situazione di controllo o in una qualsiasi relazione, anche di fatto, se la situazione di controllo o la relazione comporti che le offerte sono imputabili ad un unico centro decisionale?	
9) ha concluso contratti di lavoro subordinato o autonomo e, comunque, ha attribuito incarichi ad ex dipendenti del Committente che hanno cessato il loro rapporto di lavoro da meno di tre anni e che negli ultimi tre anni di servizio hanno esercitato poteri autoritativi o negoziali per conto del Committente nei confronti del medesimo operatore economico ( <i>pantouflage</i> o <i>revolving door</i> )?	8) [ ] Si [ x ] No
	9) [ ] Si [ x ] No

#### PARTE IV: CRITERI DI SELEZIONE

	Risposta
L'operatore economico soddisfa tutti i criteri di selezione richiesti nei documenti di gara?	<input checked="" type="checkbox"/> Sì <input type="checkbox"/> No

#### Parte V: DICHIARAZIONI FINALI

Il sottoscritto/I sottoscritti dichiara/dichiarano formalmente che le informazioni riportate nelle parti da II a IV sono veritiere e corrette e che il sottoscritto/i sottoscritti è/sono consapevole/consapevoli delle conseguenze, anche di natura penale, di una grave falsa dichiarazione, previste dall'ordinamento italiano e dall'ordinamento locale.

Il sottoscritto/I sottoscritti con la presente attesta/no l'assenza dei motivi di esclusione previsti nella Parte III ed il possesso dei requisiti di cui alla Parte IV.

Il sottoscritto/I sottoscritti autorizza/autorizzano formalmente il Committente, indicato alla parte I, a svolgere le verifiche presso le autorità locali competenti sulla veridicità delle dichiarazioni rese sui requisiti.

Il sottoscritto accetta senza riserve o eccezioni le disposizioni e le condizioni contenute nella lettera d'invito e negli Allegati 1 e 2 alla medesima lettera, che sono parte integrate della stessa.

Macerata, 05/07/2021

Il Rettore prof. Francesco Adornato

\_\_\_\_\_  
[nome, cognome e qualità del/dei firmatario/firmatari]

Firmato digitalmente da

**FRANCESCO  
ADORNATO**

C = IT  
Data e ora della firma:  
08/07/2021 13:28:49

**ALLEGARE COPIA DEL DOCUMENTO DI IDENTITA' DI CIASCUN FIRMATARIO.**

**SE RICHIESTO DALL'ORDINAMENTO LOCALE PER CONFERIRE ALLA DICHIARAZIONE L'EFFICACIA DI DICHIARAZIONE GIURATA, LA DICHIARAZIONE DOVRA' CONTENERE L'ATTESTAZIONE CHE E' STATA RESA INNANZI ALLA COMPETENTE AUTORITA' LOCALE.**