



***Framework service contract for the provision of Management and Leadership
Development to the Staff of the European Environment Agency (EEA) –***

Reference: Open call for tenders EEA/ADS/12/002

Closing date: 16/07/2012

1. Introduction to EEA

The European Environment Agency (EEA) is a European Union public body governed by Regulation (EC) No 401/2009 of the European Parliament and of the Council of 23 April 2009¹. The EEA role is to support the European Union in the development and implementation of environmental policy by providing relevant, reliable, targeted and timely information on the state of the environment and future prospects. The EEA also provides the necessary independent scientific knowledge and technical support to enable the Union and the member countries to take appropriate measures to protect and improve the environment as laid down in the Treaty and by successive Community action programmes on the environment and sustainable development.

The Agency is a networking organisation working in particular with over 350 organisations across its 32 member countries and 7 West Balkan cooperating countries – the European Environment Information and Observation Network (Eionet) – to provide data and information.

There are approximately 230 staff members working at the EEA. These staff members come from a wide range of national, professional and cultural backgrounds. Their functions at the EEA vary from environment-related research and data-analysis to administrative or managerial tasks.

The EEA organisational chart is structured over 9 different departments (called "*Programmes*"), being each of them structured based on smaller working units (called "*Groups*") of approximately 5 to 6 people in average.

Further information about the work of EEA can be obtained on its website: <http://www.eea.europa.eu>.

¹ OJEU L 126 of 21.5.2009, p. 13.

2. Presentation of the tender

Tenders shall be submitted in accordance with the **double envelopes system**:

The outer envelope or parcel should be sealed with adhesive tape and signed across the seal and carry the following information:

- The call for tenders reference No **EEA/ADS/12/002**
- The contract title **“Provision of Management and Leadership development to the Staff of the EEA”**
- The name of the tenderer
- The indication **“Tender – Not to be opened by the internal mail services”**
- The address for submission of tender (as specified in the letter of invitation to tender)
- The date of submission shall be legible on the outer envelope or parcel

The outer envelope or parcel must contain three inner envelopes, i.e. Envelopes No 1, 2 and 3, corresponding to the following three sections: administrative section, technical offer and financial offer.

(a) Envelope No 1 – Administrative section shall include the following:

- The Tender submission form drawn up in accordance with the template in annex 1
- The declaration on exclusion criteria as required under section 11.1.2 drawn up in accordance with the template in annex 2
- The legal entity form as required under section 11.2.1 drawn up in accordance with the template in annex 3
- The financial identification form drawn up in accordance with the template in annex 4
- The evidence and documentation demonstrating the fulfilment of the selection criteria as required under sections 11.2.2 (economic and financial capacity) and 11.2.3 (technical and professional capacity)

(b) Envelope No 2 – Technical offer shall include the following:

The technical offer providing all information requested under sections 7 and 11.3.1 including information relevant to subcontracting as requested under section 4.3.

(c) Envelope No 3 – Financial offer shall include the following:

The financial offer providing all information requested under sections 10 and 11.3.2, drawn up in accordance with the template in annex 5.

Tenders shall be drafted in one of the official languages of the European Union, **preferably in English** (supporting evidence does not need to be translated) and submitted **in triplicate** (one signed original unbound and two copies).

It is important that tenders are presented in the correct format and include all documents necessary to enable the evaluation committee to assess them. Failure to respect these requirements will constitute a formal error and may result in the rejection of the tender.

Tenderers shall observe precisely the indications in points 2, 3, 4 and 6 of the letter of invitation to tender to ensure their tender is admissible. Late delivery will lead to non-admissibility of the tender and its rejection from the award procedure for this contract. Offers sent by e-mail or by fax will also be non-admissible and discarded. Envelopes found opened at the opening session will also lead to non-admissibility of the tender. Consequently, tenderers must ensure that their tenders are packed in such a way as to prevent any accidental opening during its mailing.

3. Confidentiality and protection of personal data

For the processing of this tendering procedure, the EEA observes the rules set in Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by Community institutions and bodies and on the free movement of such data (OJEU L 8 of 12.1.2001, p. 1).

For further detailed information please refer to the privacy statement available on the EEA external website at the following address: <http://www.eea.europa.eu/about-us/tenders/privacy-statement>.

4. Participation in the tendering procedure

Submission of a tender implies acceptance of the terms and conditions set out in the invitation to tender, in these tender specifications and in the draft framework contract attached to the latter (see annex 6) and, where appropriate, waiver of the tenderer's own general or specific terms and conditions. It is binding on the tenderer to whom the contract is awarded for the duration of the contract.

4.1. Eligibility

This call for tenders is open on equal terms to all natural and legal persons from one of the 32 EEA member countries and to all natural and legal persons established in a third country which has a special agreement with the European Union in the field of procurement on the conditions laid down in that agreement².

As proof of eligibility tenderers must indicate in which country they have their headquarters, registered office or residence, and provide the necessary supporting documents in accordance with their national law. If the tender is a natural person, he/she must provide a copy of identity card/passport or driving license and proof that he/she is covered by a social security scheme as a self-employed person.

4.2. Application

All eligible natural and legal person (as per above) or groupings of such persons (consortia) may apply.

A consortium may be a permanent, legally established grouping or a grouping, which has been constituted informally for a specific tender procedure. If awarded the contract, the members of the consortium (i.e. the leader and all other partners) will have an equal standing towards the EEA in executing the framework service contract and they will be jointly and severally liable to the EEA.

The participation of ineligible natural or legal persons will result in the automatic exclusion of that person. In particular, if that ineligible person belongs to a consortium, the whole consortium will be excluded.

The EEA will not request consortia to have a given legal form in order to be allowed to submit a tender, but reserves the right to require a consortium to adopt a given legal form before the contract is signed if this change is necessary for proper performance of the contract. This can take the form of an entity with or without legal personality but offering sufficient protection to the EEA contractual interests (depending on the member countries concerned this may be for instance, incorporation or partnership or a temporary association). Consortia must identify one of their members as coordinator who will interface with the EEA.

Each member of a consortium must fulfil the conditions for participation mentioned in sections 4.1 above and 4.2 and provide the required documents listed in these tender specifications under

² At this point in time, tenderers established in one of the following countries are eligible: EU27, Iceland, Liechtenstein, Norway and Turkey; under the stabilisation and association agreements: Croatia, FYROM, Albania and Montenegro; under bilateral agreements: Mexico and Chile.

sections 11.1 and 11.2 below. Therefore, each member of a consortium shall specify his role, qualifications and experience.

4.3. Subcontracting

A contractor may subcontract part of the services.

Tenderers must state what part of the work, if any, they intend to subcontract, and to what extent (for instance % of the total contract value), specifying the names, addresses and legal status of the subcontractors. If subcontracting is **not** envisaged, tenderers shall clearly state so in the tender submission form (see annex 1).

Tenderers shall provide a document containing a list of the professional qualifications of the subcontractors and statement of the means of ensuring quality and confidentiality when subcontractors are used. If awarded the contract, contractors may not choose subcontractors other than those mentioned in the bids unless they obtain the prior written authorisation of the EEA. The overall responsibility of the work remains with the contractor.

Tenderers shall acknowledge that the EEA reserves the right to request them at a later stage to provide documentation in relation to the exclusion and selection criteria for any proposed subcontractors.

The contractor must ensure that Article II.17 of the draft framework contract (see annex 6) can be applied to subcontractors. Once the contract has been signed, Article II.12 of the above-mentioned draft framework contract shall govern subcontracting.

5. Contractual terms

In drawing up their bid tenderers should bear in mind the provisions of the standard framework contract and standard order form attached to these tender specifications (Annex 6).

6. Subject of contract

The overall aim of the *Management and Leadership Development Package* is to provide structured opportunities for the management population of the EEA to develop their management skills to the requisite level of an EU Agency. In particular, but not limited to, this encompasses a multifaceted learning and development solution on management and leadership development topics to those who either exercise management responsibilities or who are likely to do so in the future. Integrated learning settings and combined methodologies is to be set-up. Learning events, assessment processes, coaching programmes are amongst the variety of possible competence development strategies.

The selected contractor should perform interventions for individuals and/or for teams, to help all managers in developing their potential and strengthening their management and leadership performance within the organisation.

The EEA seeks therefore to contract a service provider who will assist it by providing services in the following areas:

- Leadership and management training
- Assessment of managerial competences
- Coaching

7. General obligations of the tenderer/mandatory requirements

7.1.1 General services and deliverables

Under request from the EEA, the selected contractor is expected to deliver the services as specified in these tender specifications.

All services delivered to the management and staff of EEA must take into account the multi-cultural and multi-lingual nature of the organisation. Staff will hold varying views about the principles of good management and this must be borne in mind in the conception and delivery of training, assessment, coaching or any other learning activities. Furthermore, because all learning

opportunities will be delivered in English, very few staff will be following these activities in their mother-tongue and this must be borne in mind when the pedagogical material is being developed, and during the actual delivery of the services.

All communication with the EEA shall be done in English. Trainers, consultants and/or coaches must have a command of the English language near to the level of a native speaker. When providing information about the level of language of individual trainers, consultants and coaches, tenderers must indicate their level of English, in line with the Common European Framework of languages attached as Annex 8 to these tender specifications.

Tenderers are required to supply the service directly and take full responsibility for the content and quality of the activity material and the quality standard and availability of trainers/coaches. Subcontracting of services to other companies is not acceptable without the prior written approval of the EEA (see section 4.3.).

Tenderers must be in a position to replace a trainer/coach in the event of sudden illness or similar unusual situations at short notice, with a qualified back-up trainer/coach.

Unless stated/agreed otherwise, the service provider is required to reply to all queries from EEA within five working days. Thus, the service provider is expected to provide sufficient backups for its administrative staff in order to provide a continuous quality service at all times.

7.1.2 Complementary learning tools and activities

Through this call for tenders, the EEA is aiming at devising and implementing a management and leadership development package based on the organisation's future priorities, seeking to optimise alignment between daily practice and strategic goals.

Challenges faced by EEA managers today are indeed significantly different from those a couple of years ago. The workplace is changing as the organisation's role and scope of action, within an evolving global context, are intensively being challenged.

Managers do need to re-set existing competences and experiences of theirs within such a new framework, and gain new ones. Being able to align daily practice with organisational strategy and vision, set new and more complex networks, deepen collaboration, manage virtual teams, support talent development, grasp people's culture and values, induce creativity and innovation, enhance transformational capabilities, etc... are as many of the competences needed presently and in the near future.

Acquiring new competencies in this context cannot be done in the same way as before. Management training courses or coaching programmes, based on managerial models inspired by lessons learned throughout the past century are important – but not enough.

Tenderers are therefore invited to propose complementary tools and activities that might contribute to complete the sense of comprehensiveness and integration of this learning and development package.

It is also an opportunity to illustrate – though concrete proposals – how the combination between consolidated typical contents/methodology and innovative approaches can be achieved.

A particular attention will be naturally devoted to online support tools and web 2.0 approaches. Concrete proposals to enhance mutual (learning) collaboration and further engagement are envisaged. Suggestions to explore innovative management realities and best practices are also desirable.

7.2. Specific dispositions as to the services to be provided

7.2.1 Leadership and management training

7.2.1.1 Scope

Leadership and management training is dedicated to the development of leadership and managerial skills through training and workshop interventions. These may cover, but not be limited to, the following topics:

1. Inspirational and creative leadership;
2. Basic management skills;
3. Preparing to become a manager ;
4. Change management, leading and managing change;
5. Role of the manager towards their team;
6. Negotiating & influencing skills for managers;
7. Creating and implementing strategy;
8. Self-awareness, personal profiling tools and emotional intelligence;
9. People Management;
10. Talent and performance management (including managing poor performance);
11. Coaching and mentoring skills for managers;
12. Managing learning and competence development;
13. Creating a motivational climate;
14. Diversity management and management in multicultural contexts;
15. Communication skills for managers;
16. Collaboration and networking (special emphasis on web 2.0 environments);
17. Organisational development;
18. Stakeholder analysis and strategic orientation;
19. Strategic, teambuilding and alignment;
20. Project management;
21. Personal efficiency;
22. Managing remote (virtual) teams;

Tenderers are encouraged to make innovative proposals that take into account the different ways in which people learn, the latest training techniques and the constraints on participants' time.

The main aim of any training activity is to ensure the successful transfer of learning to the workplace and any tools that contribute to that are to be welcomed. For the same reasons, whilst it is important for tenderers to take into account the latest management theories and practices, these must be used in a way that is relevant to the role of staff in the institution and there must be a proper balance between theory and practice. By the end of any training session, the participants should be able to demonstrate how they will apply their learning to the individual work situation.

Contractors must be able to customise content as requested by EEA, and facilitate the arrangement of best practice groups as required by EEA.

7.2.1.2 Specific services and deliverables

It is assumed that the delivery of one training day will require normally the presence of one trainer. EEA will identify the date/s of delivery. Any exception to this approach should be agreed beforehand with EEA.

EEA requests that tenderers propose training activities from their directory of existing training offers in the first instance. Upon request for service the contractor shall send, within 10 working days, detailed indications about the methodology that will be used to carry out the training,

specify the precise skills that will be transferred to the participants, draft an agenda and identify at least 2 trainers of an adequate profile, and forward the respective CV's. EEA will select the trainer from the profiles presented.

EEA will examine the specific content and methodological approach proposed for each course, to assess whether this meets the requirements. EEA may request customisation of these training courses to meet the requirements of the organisation, and the contractor may be requested to submit a new proposal that incorporates the requests from EEA. EEA may also request that the contractor undertakes a *learning needs analysis* as part of the customisation. The subsequent proposals shall likewise be subject to the above provisions.

EEA retains the right to reject a trainer if his/her performance is found to be not adequate with EEA's expectations. In the event of such rejection, the contractor must propose another trainer as soon as possible, to ensure the timely delivery of the training course concerned.

Deliverables must include all subsidiary services, in particular, producing and distributing suitable pedagogical materials: hand-outs and slides, in whichever medium requested, working documents for participants, summaries, bibliographies, evaluation documents, reports, etc. These documents and materials must be provided in English, both in electronic form to the requested parties, and in a paper version to each participant (where applicable), no later than 5 working days before the training courses concerned.

The trainer should keep a register of attendance and training evaluation forms, and inform EEA of the participants' presence and, when requested, provide written feedback on the progress of participants after each training course.

7.2.2. Assessment of managerial competences

This service is dedicated to the assessment of the managerial capacity. This may be covered, by any particular approach or methodology proposed by the tender – which will of course be subject to quality assessment by the EEA. In general, though, it shall follow the process below:

1. Upon EEA request, initiate and manage the process of assessment of managers through the agreed methodological proposal;
2. Analyse results of these assessments;
3. Follow-up the assessment of managers by providing personalised feedback reports and feedback sessions with the managers, in view of planning further competence development;
4. When needed and requested, produce and deliver a feedback report on the overall managerial capacity of EEA, including recommendations and solutions for developing further competencies.

Unless agreed otherwise by EEA, the contractor shall deliver the assessment of managers through the methodology proposed in its tender. Assessments are to be done against a competency profile previously proposed by the contractor and defined in agreement with the EEA. Main structure and format of feedback reports is to be included, as well as the structure, format and duration of feedback sessions.

Deliverables must include all subsidiary services, in particular, producing and distributing suitable pedagogical materials as required by the EEA, in whichever medium requested, including working documents for participants, summaries, bibliographies, evaluation documents, reports, etc. These documents and materials must be provided in English, in electronic form to the requested parties and/or in a paper version to each participant (when applicable), no later than 5 working days before the training course concerned.

7.2.3 Coaching

This service is dedicated to the development of the managerial capacity using coaching techniques. This may be covered by:

1. Carrying out individual (1:1) coaching programmes with senior, middle and line managers, or staff in charge of critical projects/assignments;
2. Carrying out team-coaching assignments;
3. Providing summary feedback and reports on coaching progression, ensuring full confidentiality of content of coaching sessions.

Service will be ordered as required and reasonable notice will be provided for the planning and organisation of the coaching service proposal.

Following the request by the EEA, the contractor is expected to send a service proposal indicating at least three potential coaches to be assigned for the respective programme – including the respective CVs and brief description of profile. The EEA will provide suitable information and briefing as appropriate to support the choice of the three potential coaches to be proposed. The service proposal should be sent no later than 5 working days from receipt of the request by the EEA.

If requested by the staff member, an initial meeting between him/her (coachee) and each of the potential coaches will follow. The meeting can be done by phone or equivalent and should take no more than 20 minutes. After this initial meeting, the EEA staff member (coachee) will select the coach out of the three proposed.

The schedule of the coaching programme will be agreed between the selected coach and the EEA staff member (coachee). The entire duration of the coaching programme should in no circumstances exceed 6 months.

The coaching sessions should be run according to the tenderer proposed approach and specific methodology, which will be assessed through this tendering procedure. Coaching should start within 10 days after the signature of the order form, unless agreed otherwise by EEA.

Deliverables must include all subsidiary services, in particular, producing and distributing suitable pedagogical materials as required by EEA, in whichever medium requested, including working documents for participants, summaries, bibliographies, evaluation documents, reports, etc. These documents and materials must be provided in English, in electronic form to the requested parties, and/or in a paper version to each participant (as necessary) – provided agreed confidentiality is respected.

A mid-term progress report should be sent to the EEA training services within 5 working days after the 3rd coaching session.

A final report shall be sent to the EEA training services within 5 working days after the last coaching session. The report should refer to the delivery of the service only (sessions held, general methodological approach, evaluation by the participant, etc...) – no mentions to the actual content or findings out of the coaching process. Confidentiality and data protection must be highly secured throughout the whole process.

8. Place of delivery of the services/Geographical area to be covered

In general training, assessment and coaching services are to be conducted at the EEA premises – in Kongens Nytorv 6 or 8, 1050 Copenhagen K, Denmark – or in its near proximities.

When organised outside the EEA, training activities are to take place in Denmark, normally around the "Great Copenhagen" (Storkøbenhavn) area. A variety of venues can be considered, from hotels to other institutions' premises.

Under exceptional circumstances when a training activity takes place outside the "Great Copenhagen" (Storkøbenhavn) area and over 50Kms from the contractor premises, travel and subsistence costs will be reimbursed according to EEA's standard rules and rates, as per Annex 7 attached (Travel and subsistence reimbursement rules).

9: Type and volume of contract

The successful tenderer(s) will be awarded a framework contract for a period of 48 months, starting from the date of signature. The services will be implemented through order forms depending on the EEA's demand. The order forms, which alone will bind the EEA, will include a description of the services to be provided. For details, reference is made to the draft framework contract and order form forming part of the tender documents (see Annex 6).

Based on the EEA's current level of activities, the value of the contract for all services to be provided is estimated at a total EUR 140 000 over a maximum period of 48 months.

10. Price

Tenderers are required to quote prices for the services to be provided as follows:

- Prices must be quoted per category of service as described under section 11.3.2.
- Prices quoted must be **all-inclusive** (e.g. project management (delivery, supply and installation, maintenance), travel and subsistence, quality control, training of the contractor's staff, support resources, management costs, secretarial services, etc...) and expressed in **euro**, including for tenderers established in countries that are not part of the euro zone. For tenderers in countries that do not belong to the euro zone, the price quoted may not be revised in line with exchange rate movements. It is for the tenderers to select an exchange rate and assume the risks or the benefits deriving from any variation.
- No additional expenses incurred in the performance of the services will be reimbursed separately by EEA (with the exception specified in the last paragraph of section 8 above). For instance, travel time and costs incurred during the journey to EEA are not reimbursed to the contractor.
- The price quoted must be fixed and not subject to revision during the first year of duration of the contract.

From the beginning of the second year of duration of the contract, 80% of the prices may be revised upwards or downwards each year, where such revision is requested by one of the contracting parties by registered letter no later than three months before the anniversary of the date on which it was signed.

The EEA shall purchase on the basis of the price in force on the date on which order forms are signed. Such prices shall not be subject to revision.

The revision shall be determined by the trend in the harmonised indices of consumer price (HICP) published by the European Commission on Eurostat web page at http://epp.eurostat.ec.europa.eu/portal/page/portal/statistics/search_database (Theme 2 – Economy and Finance; Price; HICP – Harmonised Indices of Consumer Prices; HMIDX – Monthly data (index); GEO – Euroarea (EA11-2000, EA12-2006, EA13-2007, EA15-2008, EA16-2010, EA17); COICOP – cp00).

Revision shall be calculated in accordance with the following formula:

$$Pr = Po \times (0,2 + (0,8 \times I_r/I_o))$$

Where:

Pr = revised price;

Po = price in the original tender;

Io = index for the month in which the validity of the tender expires;

Ir = index for the month corresponding to the date of receipt of the letter requesting a revision of prices.

Under Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities and the Headquarters Agreement between EEA and the Government of Denmark of 17 August 1995, EEA is exempt from all charges, taxes and dues, including value added tax; such charges may not therefore be included in the calculation of the price quoted; the VAT amount must be indicated separately.

The costs incurred in preparing and submitting tenders are borne by the tenderers and cannot be reimbursed.

11. Criteria

11.1. Exclusion criteria

11.1.1. Exclusion from participation and award in the procurement procedure

To be eligible to participate in this contract award procedure, tenderers must not be in any of the exclusion situations referred to in Articles 93 and 94 of the Financial Regulation applicable to the general budget of the European Communities³.

11.1.2. Evidence to be provided by the tenderers

When submitting their bids, each tenderer (including subcontractor(s) or any member of a consortium) must provide a declaration on their honour in accordance with the form attached as annex 2, duly signed and dated, stating that they are not in any of the situations mentioned under section 11.1.1 above.

If awarded the contract, the tenderer, prior to signature of the contract, will be required to provide the evidence specified in the penultimate paragraph of the declaration of honour (annex 2).

11.2. Selection criteria

11.2.1. Legal capacity

Any tenderer is required to prove that he is authorised to perform the contract under national law, as evidenced by inclusion in a trade or professional register, or a sworn declaration or certificate, membership of a specific organisation, express authorisation, or entry in the VAT register. To that effect, each service provider (including subcontractor(s) or any member of a consortium) is required to submit a legal entity form (see annex 3) duly filled out and signed, accompanied by a copy of inscription in trade register and/or a copy of inscription in VAT register, where applicable. However the subcontractor(s) shall not be required to fill in or provide those documents when the services represent less than 20 % of the contract.

11.2.2. Economic and financial capacity

Evidence of economic and financial capacity shall be furnished by **(one or more of)** the following documents:

- appropriate statements from banks or evidence of professional risk indemnity insurance;
- the presentation of balance sheets or extracts from balance sheets for at least the last two years for which account have been closed, where publication of the balance sheet is

³ Council Regulation (EC, Euratom) No 1605/2002 of 25.6.2002, OJEU L 248/1 of 16.9.2002 as last amended by Regulation (EU, Euratom) No 1081/2010 of 24.11.2010, OJ L 311/9 of 26.11.2010.

required under the company law of the country in which the economic operator is established;

- o a statement of overall turnover and turnover concerning the services covered by the contract during the last two financial years.

If, for some exceptional reason, which the EEA considers justified, a tenderer is unable to provide the references requested above, he may prove his economic and financial capacity by any other means which the EEA considers appropriate.

An economic operator may, where appropriate and for a particular contract, rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. It must in that case prove to the EEA that it will have at its disposal the resources necessary for performance of the contract, for example by producing an undertaking on the part of those entities to place those resources at its disposal.

11.2.3. Technical and professional capacity

Tenderers should show their degree of technical and professional capacity to carry out the requested tasks by providing information on the criteria described below. If several service providers or subcontractors are involved in the tender, the selection criteria for the technical and professional capacity will be assessed in relation to the combined capacities of the service providers and subcontractors, as a whole, to the extent that service providers or subcontractors put their resources at the disposal of the tenderer for performance of the contract.

- o **Human resources:**

Tenderers shall provide the following documents:

CVs detailing the educational and professional qualifications of the firm's managerial staff as well as those of the staff designated to provide the services indicating the required professional experience as follows:

- Managerial staff: Minimum 2 CV(s) documenting a minimum of 5 years' relevant experience;
- Persons responsible for providing the services: Minimum 6 CV(s) for trainers, coaches, and consultants, with at least 8 years' experience and statement of language skills (see Annex 8);

- o **Past contracts:**

Tenderers shall provide a list of similar services provided in the past three years, indicating the value, dates and recipients of the services (public or private);

- o **Company profile:**

Tenderers shall provide a comprehensive company profile, including (but not limited to) details of their structure (number of staff in administrative, training, coaching and consulting roles, etc.), administrative and technological capacity and exposure to international contexts.

- o **Quality control and customer service:**

Tenderers shall provide a description of the measures employed to ensure the quality of services and of their ability to respond quickly to request for services and/or modification thereof.

- o **Environmental policy:**

Tenderers shall provide a description of their environmental policy specifying the status of implementation. In the event of a joint offer submitted by a consortium, **each member** of the consortium shall provide the requested description.

11.3. Award criteria

The assessment method that will be used to determine the choice of the tender will be based on the criteria given below, on the basis of the economically most advantageous tender in terms of:

- o Quality of the tender (Technical merit – TM)
- o Financial value of the tender (Price – P)

11.3.1 Technical merit (TM) (max. 70, min. 50 points)

Tenders will be evaluated following the award criteria and weights outlined below, producing a total potential score of 70 points.

Tenderers shall elaborate on all criteria referred to below in order to score as many points as possible. The mere repetition of mandatory requirements set out in these tender specifications, without going into details or without giving any added value will only result in a low score. If essential elements of these tender specifications are not expressly addressed in the tender, EEA may decide to give a zero mark for the relevant quality criteria.

Only tenders which obtain the indicated minimum number of points, both for each award criterion and in total, will be considered for the next stage, which involves determining the financial value of the tender (price index) and for the final assessment.

Award criteria		Maximum points (70)	Minimum points (50)
1	<p><i>Understanding of the objectives of the contract, as described in the tender, including</i></p> <p>Description of the proposed work approach with a detailed presentation of the methodology intended to be used for the provision of all the required services, as well as any technical equipment, tools or materials to be employed for performing the services (maximum 10 A4 pages) beyond the mandatory requirements specified in section 7 above.</p>	15	10
2	<p>Tenders shall provide a presentation of complementary learning tools and activities that contribute to an integrated intervention on management and leadership development as described under point 7.1.2 above (maximum 3 A4 pages). The focus shall be on:</p> <ul style="list-style-type: none"> - Mechanisms to support transferability of learning outcomes into the work context; - Combination between consolidated contents and innovative approaches; - Use of online support tools and web 2.0 approaches; - Methodology to integrate comprehensively activities under the three categories of services described. 	15	10
3	<p>Rationale, strategy and methods proposed for a one-day learning event on the topic 'talent management in multicultural contexts' including coverage of the learning objectives, proposed content for the one-day training course, methods used and methodological balance, provision of resources for further self and mutual learning (maximum 2 A4 pages) (see section 7.2.1 above)</p>	15	11

4	Tenders shall provide an example of a possible assessment report on the basis of the proposed detailed methodology, including questions for de-briefing and further personal development (see section 7.2.2 above)	10	8
5	Rationale, strategy and method proposed to a team coaching programme for a newly created team (established after an organisational restructuring) including 1) activities and planning of tasks/work packages, 2) related inputs and outputs and sequence and 3) timing of major milestones (maximum 2 A4 pages) (see section 7.2.3 above)	15	11

11.3.2. Price (P) (max. 30 points)

Tenderers are requested to submit a financial offer giving the **all-inclusive** (i.e. include all relevant costs and all expenditure (e.g. management and administrative costs, travel costs, etc...)) fixed prices in **euro** for the following services:

Description of the service required	Unit	Price (EUR)	Weighting factor
P1 Delivery of training <i>(inclusive of all materials and hand-outs)</i>	Daily rate		30%
P2 Training consultancy, including learning needs analysis, customisation of training and customisation of training materials <i>(inclusive of all consultancy costs and production of customised training materials)</i>	Daily rate		10%
P3 Delivery of assessment of managers <i>(inclusive all materials and hand-outs and development of a competency profile and reporting)</i>	per assessment		20%
P4 Individual (1:1) coaching programmes <i>(inclusive of all materials, hand-outs and reports)</i>	8 hours coaching programme		30%
P5 Team-coaching <i>(inclusive of all materials, hand-outs and reports)</i>	Daily rate		5%
P6 Coaching on a remote basis, using video and teleconference tools (or similar alternatives) <i>(inclusive of all materials, hand-outs and reports)</i>	8 hours coaching programmes		5%

For each category above, tenders meeting all mandatory requirements including the minima for technical merit will score points in function of the following formula $P_s = (P_{s_{min}}/P_{s_0}) \times 30 \times WF$ where,

P_s = Score for price of service considered

P_{\min} = the lowest price offered among the received tenders

P_0 = the price of the tender being considered

30 = the maximum number of points that can be awarded under this award criterion

WF = the weighting factor as specified in the table above

Price (P) is the sum of the seven Ps.

For that purpose, tenderers shall complete the price quotation attached as annex 5 to these tender specifications. Tenderers shall bear in mind that all fields are compulsory and non-compliance will lead to exclusion of the tender from the award process.

11.3.3 Final Assessment

A framework contract will be awarded to the tenderer whose tender achieves the highest total score for technical merit and price (TM + P). Should tenders obtain the same final score and tie for first place, the winning tender will be decided on the basis of the highest score achieved for price.

12. Performance

Once a framework contract has been signed the service provider(s) must be able to offer trainers, consultants, etc... with the required skills and experience to carry out the work in question according to section 7.

EEA maintains the right to refuse any person if performance is not satisfactory.

Competence in both selection and award criteria must be maintained throughout the framework contract. Should the contractor fail to do this during the validity of the framework contract, another tender from the tenders may be chosen.

13. Environmental Considerations

The EEA runs a certified environmental management system (EMAS) and aims to minimise the environmental impact of all its activities, including those carried out under contract. The future contractor will, therefore, be requested to consider the EEA environmental management guidelines in the implementation of the contract, in particular, those relating to business travel/electronic means of communication, paper and energy consumption. Further information on the EMAS system can be found on the EEA homepage: <http://www.eea.europa.eu/documents/emas>.

Moreover, it is strongly recommended that tenders are submitted in an environmentally friendly way, e.g., by choosing a simple and clear structure (list of contents and consecutive page numbering), double-sided printing, limiting attachments to what is required in the technical specifications (no additional material) and avoiding plastic folders or binders.

14. Annexes

Annex 1: Tender submission form

Annex 2: Declaration on exclusion criteria

Annex 3: Legal entity form

Annex 4: Financial identification form

Annex 5: Price quotation

Annex 6: Draft framework contract and draft order form

Annex 7: Travel and subsistence reimbursement rules

Annex 8: Common European framework for reference level