

Call for tenders' details

Title: Leadership Development Programme/ Leadership Academy

Start date: 27/09/2018

Time limit for receipt of tenders: 29/10/2018

Contracting authority: European Food Safety Authority (EFSA)

Status: Closed

Call for tenders question list

Call for tenders questions summary

#	Submission date	Publication date	Question subject	Question	Answer
1	16/10/2018 12:33	17/10/2018 16:03	Questions related to the bid : Title: "Leadership Development Programme/Leadership Academy" Reference : OC/EFSA/HUCAP/2018/03	1. Can we propose the same expert for being both trainer and coach? Namely the total number of experts could be 15 or must be 30?	17/10/2018 1. Based on the specs: •15 experts in the area of coaching with at least 10 years of proven experience •15 experts in the area of management development with at least 5 years' experience, out of which at least 3 experts with experience in content design concerning management development and strategic leadership programmes with at least 3 years' of experience Answer: Someone can be both, an expert in MD and an expert in coaching as long as they meet the minimum requirements for both categories. In any case, there should be 15 names for the first category and 15 names for the second, despite the fact that some names may be the same.

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#	Submission date	Publication date	Question subject	Question	Answer
2	16/10/2018 12:33	17/10/2018 16:07	Questions related to the bid : Title: "Leadership Development Programme/Leadership Academy" Reference : OC/EFSA/HUCAP/2018/03	2. Reference is made to pg 12, §1.3 task 3, column "Deadline for finalization" would you please clarify the meaning of "Indicative duration 4 months not applicable for managerial events"? Can we organize one of the two events before or after the four months?	<p>17/10/2018</p> <p>2. Based on the specs:</p> <p>Delivery of the programme – part A</p> <p>Delivery of first part of the programme will entail :</p> <ul style="list-style-type: none"> •Face to face training modules •Two managerial events •Coaching as assessed •Online learning <p>At the end of part A the contractor will submit a report entailing:</p> <ul style="list-style-type: none"> •Activities performed in comparison to the learning path •Activity tracking giving detailed lists of participants per learning activity •Summary of feedback from participants <p>Strengths and challenges of the programme and suggestions for improvements for part B</p> <p>Indicative duration 4 months (not applicable for managerial events)</p> <p>Answer: EFSA may ask that one of the managerial events are delivered outside the 4 month scope and in particular before the four months period.</p>

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3	17/10/2018 12:57	19/10/2018 14:17	Collection of questions Q1- Q5	<p>1. Leadership Program</p> <p>Q1. The final certification is just a diploma or do we need some type of program accreditation?</p> <p>Q2. Should all 72 people be enrolled in the program? Is it mandatory for them?</p> <p>Q3. What are the roles of the 3 EFSA programme managers?</p> <p>Q4. Work assignments in groups of 6 participants and one mentor in Part D. How are they supposed to work together, what kind of projects should they work on, what is the role of the mentor?</p> <p>Q5. Can coaches/facilitators be added/exchanged afterwards? Or do all replacements have to come from the pool provided in the tender?</p>	<p>19/10/2018</p> <p>Q1 - The final certification is just a diploma or do we need some type of program accreditation?</p> <p>A1 - It is a certificate, testifying the successful completion of the programme and not an accreditation. If accreditation is offered it is an extra feature.</p> <p>Q2 - Should all 72 people be enrolled in the program? Is it mandatory for them?</p> <p>A2 - All 72 managers will follow a learning path and plan as determined by the assessment (learning plan for senior managers, middle managers, Team Leader). Their participation is mandatory.</p> <p>Q3 - What are the roles of the 3 EFSA programme managers?</p> <p>A3 - Programme Managers are in charge of managing important programmes in EFSA which are key in meeting the EFSA strategy. Each programme is comprised by a number of projects. Note: the successful provider will not be called to develop a separate learning path and programme for the 3 Programme Managers, they will follow one of the three paths (Senior Managers, Middle Managers, Team Leaders), dependant on their seniority.</p>

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					<p>dependant on their seniority.</p> <p>Q4 - Work assignments in groups of 6 participants and one mentor in Part D. How are they supposed to work together, what kind of projects should they work on, what is the role if the mentor?</p> <p>A4 - The projects are work related, in an area of importance to EFSA. The topics will be defined with EFSA. The role of the mentor is to help them link the theory with the practice. The groups can work virtually or physically.</p> <p>Q5 - Can coaches/facilitators be added/exchanged afterwards? Or do all replacements have to come from the pool provided in the tender?</p> <p>A5 - Coaches/facilitators can be exchanged/added afterwards but the contractor has to confirm that they meet the required domain expertise, providing a short expertise description as indicated in section 2.4 B of the tender specs (see also Annex 7).</p>

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#	Submission date	Publication date	Question subject	Question	Answer
4	17/10/2018 12:57	19/10/2018 14:28	Collection of questions Q1 -Q5	<p>Registration of participants</p> <p>Q1. Class room training can be attended by max 25 people. What is the minimum attendance?</p> <p>Q2. When and how are the dates set-up for the class room training modules and for the managerial events?</p> <p>Q3. Who is allowed to cancel the dates for training and managerial events? If events are cancelled within the deadlines set out in the documentation, will travel costs be reimbursed for cancelled events?</p>	<p>19/10/2018</p> <p>Q1 - Class room training can be attended by max 25 people. What is the minimum attendance? A1 - Normally a course with less than 20 participants is not taking place but it might exceptionally happen that fewer participants will attend. This is an element to agree with the provider at the kick off meeting or before the specific order form is done</p> <p>Q2 - When and how are the dates set-up for the class room training modules and for the managerial events? A2 - A first proposal is expected when the programme is developed and submitted (Deliverable 2). Dates are confirmed before the specific order form is done</p> <p>Q3 - Who is allowed to cancel the dates for training and managerial events? If events are cancelled within the deadlines set out in the documentation, will travel costs be reimbursed for cancelled events? A3 - As per paragraphs 1.2.6 and 1.2.7 of the tender specs, penalties on both parties are defined. If EFSA cancels a training from 13 days up to 4 days before the activity, 50% of the costs linked to this specific activity will be paid to the contractor (100% below</p>

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					<p>be paid to the contractor (100% below 4 days). This includes the travel cost as the amount which the contractor will have proposed in the financial offer (Annex 1 of the tender specs) is all inclusive.</p> <p>Regarding the possibility from contractor side, the contractor is allowed to replace the trainer/ coacher for force majeure. Failure to ensure the activity is delivered at the scheduled date and time will trigger to no reimbursement unless EFSA agrees to reschedule the activity.</p>

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#	Submission date	Publication date	Question subject	Question	Answer
5	17/10/2018 12:57	19/10/2018 15:02	Collection of questions 3/5	<p>Online platform</p> <p>Q1. Should the online platform be a independent individual part of the learning journey or should it provide additional content and communication for f2f and later group work?</p> <p>Q2. Does all the required functionality need to be consolidated in one single environment? Can specific functionalities be provided via plugins or links from the main platform?</p> <p>Q3. What do you mean with digital collaboration?</p> <ul style="list-style-type: none"> - Messaging tool like WhatsApp - Simultaneous working on a same document - Forums <p>Q4. Asynchronous classes in an experiential leadership development program?</p> <ul style="list-style-type: none"> - In what instances do you want to use this? <p>Q5. Online courses?</p> <ul style="list-style-type: none"> - Are those repository or for further readings / materials? Or should they provide new, original input? <p>Q6. Instant polls and surveys... What do you mean with this? For what do you want to use this feature?</p>	<p>19/10/2018</p> <p>Online platform</p> <p>Q1 - Should the online platform be a independent individual part of the learning journey or should it provide additional content and communication for f2f and later group work?</p> <p>A1 - It should be both</p> <p>Q2 - Does all the required functionality need to be consolidated in one single environment? Can specific functionalities be provided via plugins or links from the main platform?</p> <p>A2 - It should be one integrated system</p> <p>Q3 - What do you mean with digital collaboration?</p> <p>A3 - Digital collaboration is using digital technologies for collaboration and learning from one another.</p> <p>Q3a Messaging tool like WhatsApp</p> <p>A3a A messaging tool that will allow the quick dissemination of information</p> <p>Q3b Simultaneous working on a same document</p> <p>A3b The ability to work on a document (e.g. work assignment) at the same time. E.g a tool allowing this is Office 365</p>

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#	Submission date	Publication date	Question subject	Question	Answer
					<p>Q3c Forums A3c A medium where ideas and views on a particular issue can be exchanged. This is a powerful tool in peer learning and is used in online communities of practice</p> <p>Q4 - Asynchronous classes in an experiential leadership development program? A4 - Asynchronous classes are normally online courses or recorded webinars that each participant can access on own chosen time and pace.</p> <p>Q4a In what instances do you want to use this? A4a To enhance/ enrich the learning offer</p> <p>Q5 - Online courses? A5 - It is a course delivered through a web browser or mobile device, that can be accessed anytime, anyplace.</p> <p>Q5a Are those repository or for further readings / materials? Or should they provide new, original input? A5a They should be for both</p> <p>Q6 - Instant polls and surveys... What do you mean with this? For what do you want to use this feature? A6 - These are online surveys used</p>

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#	Submission date	Publication date	Question subject	Question	Answer
					A6 - These are online surveys used during learning activities or after to increase engagement, interactivity, participation, but also to check understanding of concepts and to receive feedback
6	17/10/2018 12:57	19/10/2018 15:07	Collection of questions Q1-Q3	<p>High calibre business speakers</p> <p>Q1 What does high calibre mean?</p> <p>Q2 Should they come from the business environment? Can they be trainers as well if they meet the criteria?</p> <p>Q3 Do we need a different one for each event?</p>	<p>19/10/2018</p> <p>Q1 What does high calibre mean? A1 A well-established speaker bringing insights and knowledge from a business environment. Most of these speakers are key note speakers in conferences. They are thought leaders in their field and are publishing papers or book(s)</p> <p>Q2 Should they come from the business environment? Can they be trainers as well if they meet the criteria? A2 Please refer to questions Q1 above They can be trainers as long as they meet the criteria.</p> <p>Q3 Do we need a different one for each event? A3 Preferably yes but we do not exclude using the services of one more than once.</p>

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#	Submission date	Publication date	Question subject	Question	Answer
7	17/10/2018 12:57	19/10/2018 15:08	Evaluation of the program	Evaluation of activities on training and managerial events. How many feedback reports are minimum requested per event in % of participants?	19/10/2018 40 %
8	17/10/2018 13:51	19/10/2018 15:10	Additional Question	Can the Coaches, Management Development experts, Facilitators... be from the same pool? e.g. can some one be a facilitator/trainer and coach?	19/10/2018 Yes, someone can be both, an expert in MD and an expert in coaching as long as they meet the minimum requirements for both categories. In any case, there should be 15 names for the first category and 15 names for the second, despite the fact that some names may be the same.
9	17/10/2018 15:01	19/10/2018 15:13	Leadership Masterclasses and/or Managerial events offered outside EFSA (§ 1.2.5 Tender Specifications)	With reference to the 'Leadership Masterclasses and/or Managerial events outside EFSA', would you kindly specify what is the minimum and the maximum duration of a single event.	19/10/2018 Normally one day despite the fact that EFSA may choose to have these events for half a day

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#	Submission date	Publication date	Question subject	Question	Answer
10	17/10/2018 15:20	19/10/2018 15:23	Booking of rooms and technical support and lunch/ coffee breaks (§ 1.2.7 Tender Specifications)	With reference to Booking of rooms and technical support and lunch/ coffee breaks (§ 1.2.7 Tender Specifications) please clarify: is it only required the booking service OR the related expenses have also to be considered and included in the financial cost (e.g: price for managerial events outside EFSA / training sessions)?	19/10/2018 As mentioned in the financial offer, the contractor will be required to include in the lump-sum price lunches and coffee breaks only for Managerial events outside EFSA. While for face to face trainings delivered in EFSA and outside EFSA premises, no lunches and coffee breaks have to be included in the lump-sum price
11	18/10/2018 15:50	19/10/2018 15:32	Financial Offer	In Annex 1 Financial Offer there is no specific reference to distance learning training sessions. Nevertheless, on page 8 of the Tender Specifications, point 1.2.3, you refer to Distance learning sessions and webinars to be delivered both in synchronous and asynchronous modality. Would you kindly specify where this component has to be included in the Financial Offer? Thank you very much for your cooperation.	19/10/2018 The Point 1.2.3 is meant to give an overall idea on Learning methodology and tools. This point is reflected in the financial offer in the following line: -Online access to platform and any costs related to training content updates for 72 managers on a yearly basis
12	18/10/2018 16:58	19/10/2018 15:36	Request for clarification	Dear Sirs, we would need the following clarifications: a. must the overall quotation include the high caliber speaker's cost? b. Can the project team members cover multiple roles? Best regards	19/10/2018 The answer is "Yes" for both questions

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#	Submission date	Publication date	Question subject	Question	Answer
13	19/10/2018 13:48	19/10/2018 16:34	The learning platform	<p>The tender specifications state: e) the tenderer must have a modern on-line learning environment enabling distance learning, activity tracking, on-line registrations, digital collaboration, access to learning material, on-line assessments, instant polls and on-line surveys. The platform does not need to be customised for EFSA.</p> <p>-----</p> <p>----</p> <p>Is using different tools and platforms for different applications stated above allowed? Or is it required to have all functionalities in one platform?</p>	<p>19/10/2018</p> <p>We confirm that it should be one platform inclusive of all functionalities.</p>

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#	Submission date	Publication date	Question subject	Question	Answer
14	19/10/2018 10:24	19/10/2018 16:46	Request for clarification - 1	<ul style="list-style-type: none"> • Is the assessment step only functional to the design of the development programme or is the contractor expected to give further information to EFSA? Insights in terms of internal mobility, for example • Should the assessment be a deep or light one? Is the contractor free to decide the format? Full day, half day, only tools, individual/group assessment? • Is it possible to design 3 different types of assessment for the 3 layers, or is the contractor expected to design just one procedure, to deliver to different managerial layers? • Is the use of a 360 questionnaire/evaluation a requisite? • Regarding the training programme, should the different parts (Part A, C, B and D) be different each year? Is it possible that Managers change from one year to another and the same modules are delivered to different Managers? • Is the certification requested an information that must be provided through the evaluation of satisfaction of Managers/participants or are we expected to provide a certification with specific requirements (e.g. European standard)? 	<p>19/10/2018</p> <p>Q1 - Is the assessment step only functional to the design of the development programme or is the contractor expected to give further information to EFSA? Insights in terms of internal mobility, for example</p> <p>A1 - The assessment is necessary to develop the programme and give insights to the participants on their strength and areas of development. It is not a tool for internal mobility.</p> <p>Q2 - Should the assessment be a deep or light one? Is the contractor free to decide the format? Full day, half day, only tools, individual/group assessment?</p> <p>A2 - For the assessment, as EFSA did not provide any specifics on this, the contractor is free to make a proposal on this and suggest methodology and tools</p> <p>Q3 -Is it possible to design 3 different types of assessment for the 3 layers, or is the contractor expected to design just one procedure, to deliver to different managerial layers?</p> <p>A3 - Depending on the number of target group and seniority of managers, the contractor could use different methodologies</p>

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					<p>Q4 - Is the use of a 360 questionnaire/evaluation a requisite? A4 - No it is not</p> <p>Q5 - Regarding the training programme, should the different parts (Part A, C, B and D) be different each year? Is it possible that Managers change from one year to another and the same modules are delivered to different Managers? A5 - No there is one programme per managerial layer spread in several years. If new managers join they will follow the programme at wherever stage the programme is timewise.</p> <p>Q6 - Is the certification requested an information that must be provided through the evaluation of satisfaction of Managers/participants or are we expected to provide a certification with specific requirements (e.g. European standard)? A6 - The certification testifies the successful completion of the programme. It does not need to adhere to particular standards</p>

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#	Submission date	Publication date	Question subject	Question	Answer
15	19/10/2018 10:25	19/10/2018 16:57	Request for clarification - 2	<ul style="list-style-type: none"> • Can we provide a mixed team in terms of nationalities? (Coaches and experts from Italy and other countries). • Are the speakers requested only Experts in managerial development as indicated in Annex 7 or also business speakers? Like CEOs for example. • Do you have specific requirements for assessors? This information is not included in Annex 7 • Can experts in coaching and experts in management development be the same professionals? Can we submit the same professional for the two roles? • Is the Bio requested only for Project Manager or also for experts in coaching and experts in management development? If so, in which format should we provide these Bios? • Anne 7: "For non-native speakers, this should be demonstrated by an Official certificate of English proving a C1 level OR at least 3 years of work in an English-speaking environment". Is it fine to describe this experience in the column "How the expertise required is met by the team member proposed" or are we expected to produce further material? 	<p>19/10/2018</p> <p>Q1 -Can we provide a mixed team in terms of nationalities? (Coaches and experts from Italy and other countries). A1 - Yes you can</p> <p>Q2 - Are the speakers requested only Experts in managerial development as indicated in Annex 7 or also business speakers? Like CEOs for example. A2 - The speakers can be both</p> <p>Q3 - Do you have specific requirements for assessors? This information is not included in Annex 7 A3 - There are no specific requirements; the tenderers are called to make a proposal</p> <p>Q4 - Can experts in coaching and experts in management development be the same professionals? Can we submit the same professional for the two roles? A5 - Yes as long as they meet the requirements for both categories</p> <p>Q6 - Is the Bio requested only for Project Manager or also for experts in coaching and experts in management development? If so, in which format should we provide these Bios? A6 - Based on 2.4. Selection criteria,</p>

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#	Submission date	Publication date	Question subject	Question	Answer
					<p>A6 - Based on 2.4. Selection criteria, B) Technical and professional capacity it states "At least the CV of the proposed Project Manager (EFSA strongly recommends submitting the CVs in the EU CV format)</p> <p>Q7 - Annex 7: "For non-native speakers, this should be demonstrated by an Official certificate of English proving a C1 level OR at least 3 years of work in an English-speaking environment". Is it fine to describe this experience in the column "How the expertise required is met by the team member proposed" or are we expected to produce further material?</p> <p>A7 - The tenderer can provide declarations regarding this</p>
16	19/10/2018 13:42	19/10/2018 17:04	Financial Offer	Should the amounts for offsite training and managerial events outside EFSA premises include the cost for renting the venue? Should the tenderer pay the venue?	<p>19/10/2018</p> <p>Yes</p>

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17	18/10/2018 19:50	22/10/2018 16:50	1) Reference is made to 'ANNEX 6_Administrative Data Form'	<p>1) Regarding the ANNEX 6_Administrative Data Form, in case of a Joint Tender submitted by a Group of economic operators, we understand the following:</p> <ul style="list-style-type: none"> - The tables in Section A) of this document have to be completed with the information of all Group members and/or subcontractors - and to be signed by the Group Leader's Legal Representative? - The 'Legal Entity Form' required under Section B) has to be submitted by all Group members and/or subcontractors - The 'Financial Identification Form' required under Section C) has only to be submitted by the Group Leader. <p>Would you kindly confirm our understanding or otherwise clarify.</p>	<p>22/10/2018</p> <ul style="list-style-type: none"> - Yes, the tables in Section A) of ANNEX 6_Administrative Data Form have to be completed with information of all Group members and/or subcontractors - and to be signed by the Group Leader's Legal Representative - No, the 'Legal Entity Form' required under Section B) of ANNEX 6_Administrative Data Form has to be submitted only by the Group leader (not by all Group members and/or subcontractors) - Yes, The 'Financial Identification Form' required under Section C) of ANNEX 6_Administrative Data Form has only to be submitted by the Group Leader.

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18	18/10/2018 20:09	23/10/2018 10:42	Reference is made to 'ANNEX 5_Declaration on Honour on Selection Criteria' (template).	<p>Regarding the 'ANNEX 5_Declaration on Honour on Selection Criteria', in case of a Joint Tender submitted by a Group of economic operators, we have noticed a possible discrepancy in the related text:</p> <p>we read that this document has only to be completed (and signed) by the Group Leader - and we understand that this is on behalf of the Group, being the Selection Criteria's assessed on a consolidated basis. But we also read that in item (1) it is stated .. "the leading partner ... declares that the above-mentioned person complies with the selection criteria applicable to it individually as provided in the tender specifications"...</p> <p>Can you kindly confirm such discrepancy between the two sentences? If yes, then will have the word 'individually' to be considered just a typo and the words 'to it individually' be removed?</p> <p>Additionally, although being declared the Group consolidated compliance in item (2), in case of a Joint Tender (leading partner A + partner B), where the leading partner A. partially complies with some applicable criteria and the partner B. partially complies with some other applicable</p>	<p>23/10/2018</p> <p>The word 'individually' is not a typo in 'ANNEX 5_Declaration on Honour on Selection Criteria'. In some calls for tenders it is necessary that the selection criteria are also met by each individual member of a consortium. However, for this particular call for tenders, we confirm that the Selection Criteria are assessed on a consolidated basis. As such it is sufficient for you to strikethrough the word "individually" in the template declaration on honour on selection criteria when preparing documents for submission with your offer.</p> <p>Additionally, clicking YES in point (2) in 'ANNEX 5_Declaration on Honour on Selection Criteria', you state that all members of the group in case of joint tender and including subcontractors if applicable comply with all the selection criteria for which a consolidated assessment will be made as provided in the tender specifications.</p>

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				complies with some other applicable criteria (completing and fully satisfy them for the Group), how could these specific situations be individually declared in the provided Annex5? We kindly ask you to clarify.	

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